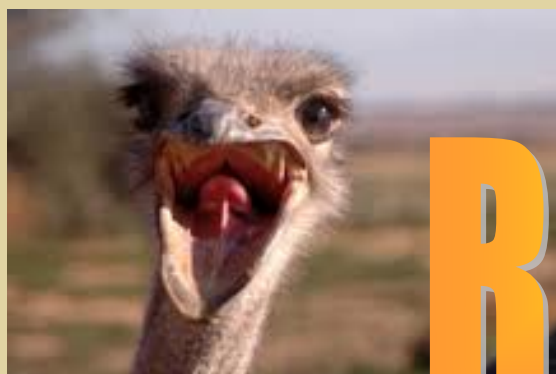




# Annual



# Report

# 2011/12



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## CHAPTER 1: MAYOR'S FOREWORD AND EXECUTIVE SUMMARY

### COMPONENT A: MAYOR'S FOREWORD



In terms of section **121(1) of the LG: Municipal Finance Management Act, Act 56 of 2003** "Every municipality and every municipal entity must for each financial year prepare annual report in accordance with this Chapter. The council of a municipality must within nine months after the end of a financial year deal with the annual report of the municipality and of any municipal entity under the municipality's sole or shared control in accordance with section 129" and at the same time "The Mayor of a municipality must, within seven months after the end

of a financial year, table in the municipal council the annual report of the municipality and of any municipal entity under the municipality's sole or shared control." As stipulated in section **127(2) of the LG: Municipal Finance Management Act, Act 56 of 2003**.

It is expected of the political head of a municipality to present its Annual Report as per the given legislation. As the elected Executive Mayor of the Oudtshoorn Municipality with effect from the 06 June 2011, due to the local government elections held during 18 May 2011, I am in the untenable and unique position to have to report on the activities of the Council. However, from reading the Annual Report 2011/2012 financial year compiled by the council, I take note of the various achievements as well as the challenges that the council were confronted with. I would like to acknowledge the council as implementers of the Integrated Development Plan (IDP). I am acutely aware that we as public representatives and in service of our community have to ensure that we are accountable to public for effective and efficient service delivery, sound political governance, professional management and clean administration. As the Mayor of the town and my team are dedicated to the goal of good governance and clean administration. To give effect to this goal my Executive Mayoral Committee and I have during the first 16 months in office clearly, unambiguously and resolutely set out to do this.

As we have embark on this journey to evaluate or monitor the achievement on this 2<sup>rd</sup> generation annual report for the period 2011-2012 financial year, we have realized that the annual report is the nerve of our performance that seeks to alleviate the social challenges that our people are faced with daily. We have taken a stance to serve our communities with the integrity they so deserve, collectively therefore we agreed that this annual report must bridge the gap between the poor and wealthy with a strong emphasis of growing the economy by creating business opportunities. Providing quality basic services to all must be centre of this plan as we move to correct our past. We have developed a long term strategic vision to provide a strategic direction to the future of this town. The annual report will express the implementation program for this vision giving guidance for the compilation of the annual budget. We have further resolved to concentrate on the 5 National Key Performance Areas which will also guide our planning process for the one year that is remaining in our five years term of office.

These 5 National Key Performance areas then becomes our strategic point of departure and guidance in our annual report so as for us to be in line with the National programme. I must as well mention that our Senior officials through council, will lead this programme that seeks to address all of our challenges and in the same vain speaks to selling ourselves as a Municipality to national government to play part in assisting this institution in resolving the challenges highlighted. Local Economic



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Development must, be a key pillar of our program because it's the solution to many of our problems. The Municipal Manager will lead the administration to implement this plan. It is therefore important for him to appoint a strong team of employees to assist him with the implementation of the plan. Our challenges will only be addressed through interaction with our communities and as well building relations with them to sustain this Municipality through good governance and public participation.

In conclusion we are committing ourselves to local economic empowerment and local procurement in an unwavering manner and further understand that this milestone can be reached if all Political Parties collectively join hands in giving service to our people and put the Broader Oudtshoorn community first and before our own ambitions and personal interests. We know that this will require dedication and commitment and we pledge ourselves in achieving these goals. May we join hands together to make Oudtshoorn a place for all to live in it and indeed an open opportunity society for all, as well as being a destination of choice for tourists and investors thereby ensuring that we all enjoy an excellent quality of life according to world-class standards? ***"Unity in diversity"***

**ALDERMAN GORDON APRIL**

**EXECUTIVE MAYOR**





## Component B: Executive Summary

### 1.1 MUNICIPAL MANAGER'S OVERVIEW



The LG: **Municipal Finance Management Act, Act 56 of 2003 section 126(1)(a)** stipulates that "The accounting officer of a municipality, must prepare the annual financial statements of the municipality and, within two months after the end of the financial year to which those statements relate, submit the statements to the Auditor-General for auditing." The Oudtshoorn municipality intensified its effort to eradicate extreme poverty, unemployment, and housing and to provide basic services to the community of Oudtshoorn including rural areas. As you read this report it will become evident that the Oudtshoorn municipality is striving in its service delivery endeavors multiplying its outreach to the many poor communities including the surrounding areas. The commitment and dedication is embodied in the hard work of both our officials, Councilors, ward committees and other external stakeholders.

The Oudtshoorn Municipality, in recognition of this hard work and dedication, has won awards which include the EPWP programs where temporary jobs for short-term and long-term were created. The Oudtshoorn municipality is excelling in terms of the intensity in infrastructure and tourism. The potential growth study of towns for 2004 indicated that Oudtshoorn is a leading town in terms of infrastructure development.

As a developmental local government the provision of basic services is a responsibility embedded by the supreme law of the land, the Constitution of South Africa in which is guiding the White Paper on Local Government (1998).

We remain resolute in addressing the many challenges experienced by the Oudtshoorn municipality.

The challenges which manifest itself in infrastructural backlogs, environmental challenges, safety and security and the provision of housing and basic services will not prohibit officials and councilors to ensure that service delivery remains high priority in the agenda when planning and executing municipal objectives and strategies. Part of good governance practices is to ensure that the Oudtshoorn municipal council is accountable, transparent, responsive, effective and efficient, equitable and inclusive and that it adheres to the given legislations. Oudtshoorn municipality informs the community about the Integrated Development Plan (IDP) and budget processes and their role they can play in order to build a better place for all. Therefore, the council is serious to ensure members of the community and businesses that regular communications will take place and municipal finances are being managed appropriately and that regular internal audit reports are being sent to the Audit and Performance Audit Committees regarding the municipal financial and non-financial performance. This year also brought about administrative stability where a municipal manager and four directors were appointed to drive processes of the municipality.

Our municipality strives, within its financial and administrative capacity, to give effect to the objectives of local government as defined in Section 152(1) of the Constitution of South Africa.

Oudtshoorn has unique challenges which include the prevalence of poverty in our area, a natural environment with a unique resource base; ensuring equitable access to basic services for all our inhabitants, jobs and sustainable livelihoods; creating integrated human settlements with decent housing for all, and dealing with the rise in crime statistics. However, Oudtshoorn is



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blessed in having a community characterised by its resilience under difficult circumstances.

As we focus on service delivery for the next 5 years we need to excel in growing the economy, excellent service delivery; empowerment of the poor and unemployed through job creation to be realised and advance our long term development goals through vision 2030. The solution to the town's problems will be addressed through a robust economy creating employment opportunities and transforming the economy to create equal opportunities for all. We need to create a sense of belonging and a home for all through this plan. It will require all residents to work together as collective and take ownership of our neighbourhoods.

This plan strongly addresses the fundamental challenges regarding our human and social development and the ability to support a robust economy. Given our focus on people-centered development and the reality of having to do so with limited resources, our municipal vision is to build a strong and caring municipality that strives to improve the quality of life of all our citizens in a sustainable manner.

The municipality invites you to share and contribute to the town's vision to create a town where we could work, learn, play and prosper in.

**MR. THANDEKILE MNYIMBA**

**MUNICIPAL MANAGER**



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## 1.2 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

This report addresses the performance of the Oudtshoorn Municipality in the Western Cape in respect of its core legislative obligations. Local government must create the participatory framework that defines and enhances the relationship between elected leaders and their communities. This requires that the council of the municipality provides regular and predictable reporting on programme performance and the general state of affairs in their locality.

The 2011/12 Annual Report reflects on the performance of the Oudtshoorn Municipality for the period 1 July 2011 to 30 June 2012. The Annual Report is prepared in terms of Section 121(1) of the Municipal Finance Management Act (MFMA), in terms of which the Municipality must prepare an Annual Report for each financial year.

### 1.1.1 VISION AND MISSION

The Oudtshoorn Municipality committed itself to the vision and mission of:

#### *Vision:*

*"A strong and caring municipality that strives to improve the quality of life of all our citizens in a sustainable manner"*

#### *Mission:*

*"To provide a better service, improve lives of the people, alleviate poverty and create a conducive environment for a sustainable economic and social development"*

### 1.1.2 DEMOGRAPHIC INFORMATION

#### A) MUNICIPAL GEOGRAPHICAL INFORMATION

The Greater Oudtshoorn area nestles at the foot of the Swartberg Mountains in the heart of the Little Karoo region and has a total area of 3,537 km<sup>2</sup>. It is defined as a semi-arid area with unique and sensitive environment. It was once the indigenous home of the Khoi-San people and the rock paintings on the walls of the caves in the surrounding area sends the message that survival in this area requires respect for the natural environment. Since 5th December 2000, the Oudtshoorn Municipal Area consists of large rural areas and includes the larger settlements of Oudtshoorn, Dysselsdorp, and De Rust, and the smaller rural settlements of Volmoed, Schoemanshoek, Spieskamp, Vlakteplaas, Grootkraal, Hoopvol, and Matjiesrivier.

Oudtshoorn lies within the boundaries of the Eden District Municipality in the Western Cape Province and spans over 3 535 km<sup>2</sup>. The municipality is home to the world's largest ostrich population which is a key component of the agricultural industry. The Cango caves and the continued allure of the unique natural heritage of the area have also drawn international tourists from all over the world to this region. People have found the Little Karoo to be a place where you can experience both the harshness and the beauty of nature simultaneously.

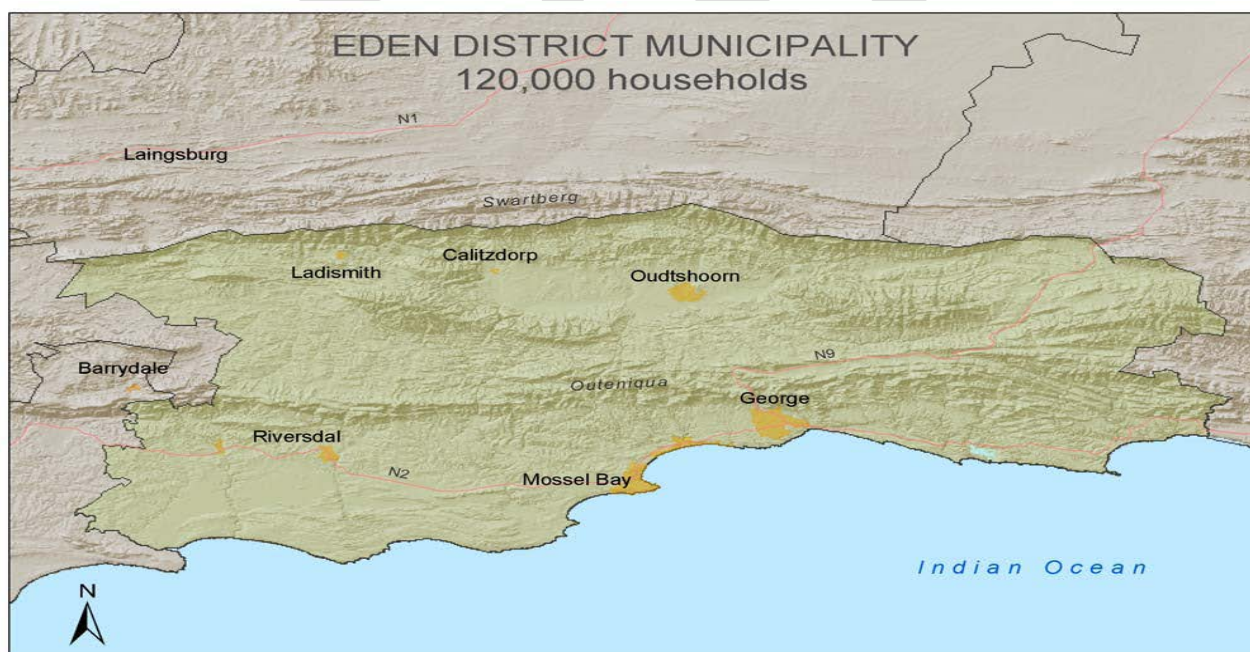
#### Wards

The Municipality is currently structured into the following 13 Wards:

WARD	AREAS
1	Town, Welbedacht, Lategansvlei, DE Hoop, Nooitgedacht, Matjiesrivier
2	Town, Schoemanshoek, Buffelsdrift, Blommetjieskloof
3	Town, Bridgton
4	Bridgton, Bongolethu
5	Brighton
6	Bridgton, Toekomsrus
7	Bridgton, Town
8	Bongolethu
9	Dysselsdorp
10	Dysselsdorp
11	De Rust, Rural areas
12	Town, Bridgton, Volmoed
13	Brighton

Table 1: Municipal Wards

**The image below indicates the position of the Oudtshoorn Municipality within the Eden District Municipality:**



**Table 2:** Figure 2: Western Cape Area map

The area includes the following large towns:

## Oudtshoorn





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Oudtshoorn is the ostrich capital of the world. Ostriches are found in great numbers and the region produces the best feathers, leather products and ostrich meat in the world. But the world's biggest bird is just one of the many attractions in this area of exceptional contrasts and natural beauty. It is also home to the spectacular Cango caves, Africa's largest show cave system and is in the vicinity of an ecological hotspot where three distinct plant biomes (succulent karoo, cape thicket and fynbos) converge.

## Dysselsdorp

About 30 kilometers from Oudtshoorn, at the foot of the Kamanassie Mountains, lays Dysselsdorp, a hamlet predominantly owned and inhabited by descendants of erstwhile slaves and people of mixed heritage.

Founded in 1838 as a mission station by the London Missionary Society, and in 1877 it's approximately one and a half thousand hectares were granted in freehold to the 148 resident families by the then Commissioner of Crown Land, John X. Merriman. Residential as well as garden plots were allotted and the town was practically self-sufficient in those days. By and by, however, as in most contained small agricultural communities, poverty became a factor and today most of the young people hold jobs in Oudtshoorn or work as seasonal labour on neighbouring farms.

Dysselsdorp also boasts a Kolping House, one of a worldwide chain of guest houses where men are taught a trade.

## De Rust

De Rust is a small village at the gateway to the Klein Karoo and is located at the foot of the Swartberg Mountain range between Oudtshoorn and Beaufort West. De Rust is also known for the meandering Meiringspoort pass.

Meiringspoort is a gateway that connects the Klein Karoo (little Karoo) and the (great) Karoo through a gorge with a 25 km road crossing the same river 25 times in the span of the 25 km.

This area is also well known for Ostrich farming and most of the farmers in the area either farm exclusively with ostriches or as a side-line to their existing farming.

## B) TOTAL POPULATION

Population size provides an indication of the volume of demand for government services in a particular geographical space. It also serves as a planning measure to assist budget planners to match available resources to address the relative demand for services. The municipality is estimated to account for 17.5% of the Eden District's population (454 922).

### a) Total Population

The table below indicates the total population within the municipal area from the Stats SA, Community Survey of 2007:

2001	2007
84 692	79 606

Table 3: Table 2: Demographic Information of the municipal area – Total population

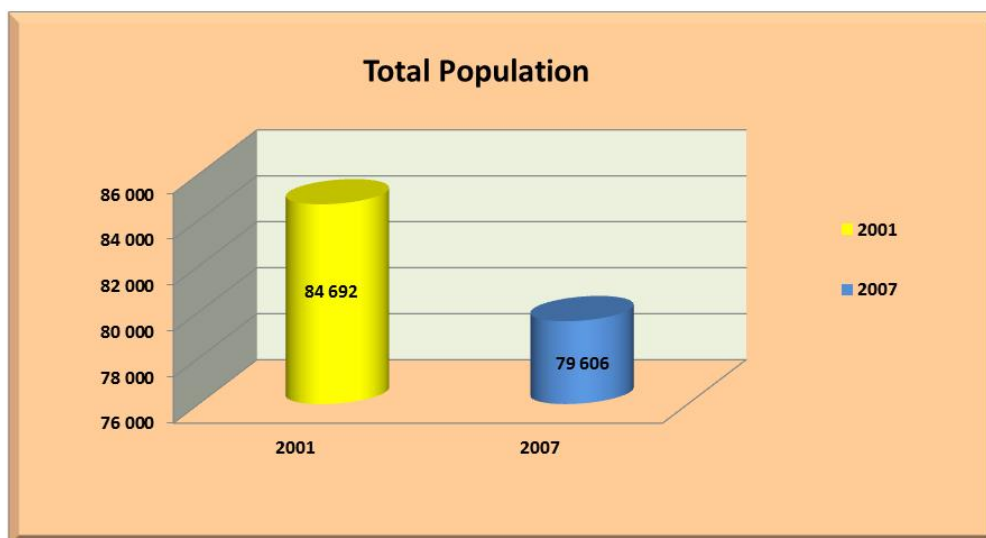




Source: Stats SA, Community Survey 2007

As can be seen from the table above, the population declined by 6% between 2001 and 2007.

The graph below illustrate the population decline for the municipal area.



Graph 1: Total Population decline

## **C) POPULATION BY GENDER**

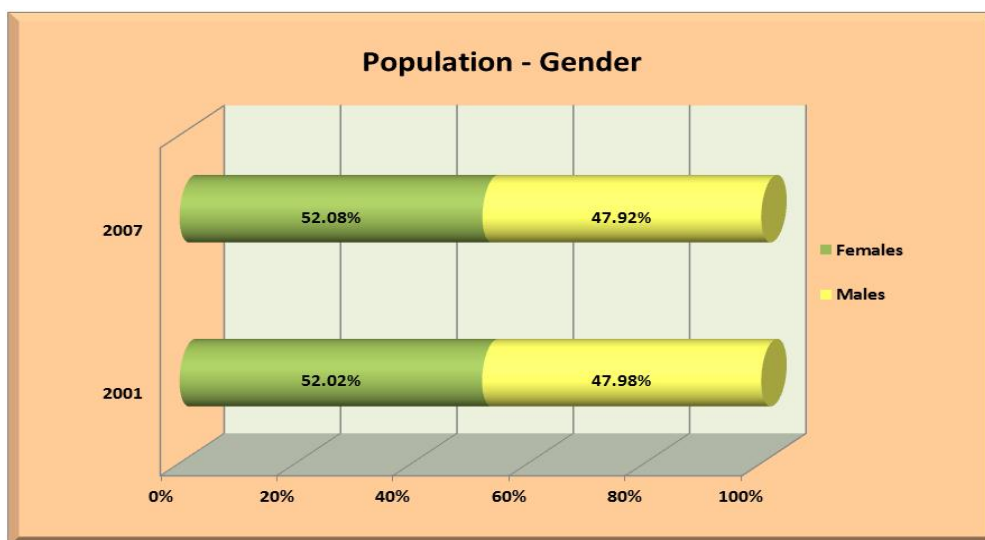
Although the population growth has declined from 2001 to 2007, the ratios between males and females remained stable with approximately 92 males for every 100 females.

Population – Gender	2001	2007	% increase/(decrease) 2001-2007
Females	44 059	41 454	(5.9%)
Males	40 633	38 150	(6.1%)
<b>Total</b>	<b>84 692</b>	<b>79 604</b>	<b>(6.0%)</b>
Females	52.02%	52.08%	0.06%
Males	47.98%	47.92%	(0.06%)

Table 4: Table 6: Demographic Information of the municipal area – Gender



The following graph displays the female to male ratio:



*Graph 2: Gender Population*

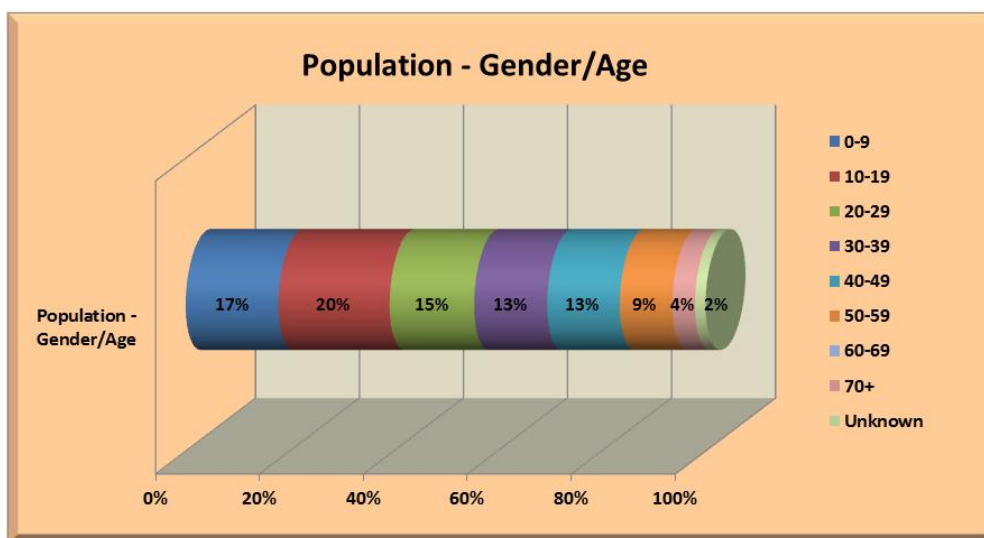
## **D) POPULATION BY AGE**

Population age	2007
0-9	16.64%
10-19	19.92%
20-29	15.14%
30-39	13.09%
40-49	13.00%
50-59	9.44%
60-69	6.83%
70+	4.04%
Unknown	1.90%

*Table 5: Table 7: Demographic Information of the municipal area –Age*



The graph below indicates the population categories by gender/age:



Graph 3: Population Categories by age

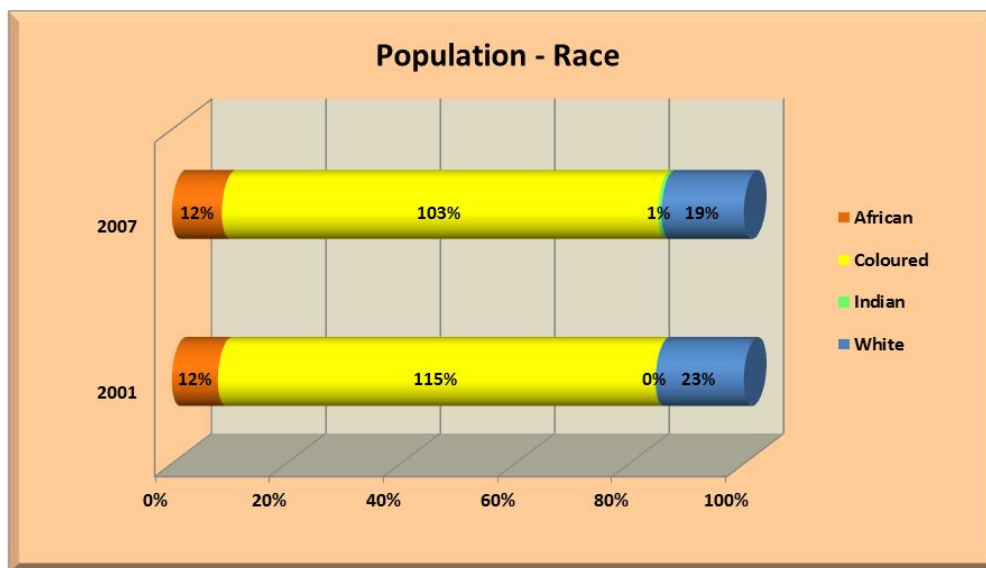
## E) POPULATION BY RACE CATEGORIES

Population - Racial	2001	2007
African	6 826	6 963
Coloured	64 733	60 703
Indian/Asian	96	476
White	13 035	11 462

Table 6: Table 8: Demographic Information of the municipal area – Race categories



The graph below shows the population by race:



Graph 4: Population by race

Source: Stats SA, Community Survey 2007

## **F) HOUSEHOLDS**

The total number of households within the municipal area increased from **17 913** households in 2010/11 financial year to a total of **18 042** households in 2011/12 financial year. Households qualifying for indigent support increased with **13%** from **4 987** in 2010/2011 to **5 636** in 2011/2012. The table below indicates the growth in indigent households which currently amounts to **31%** of all households.

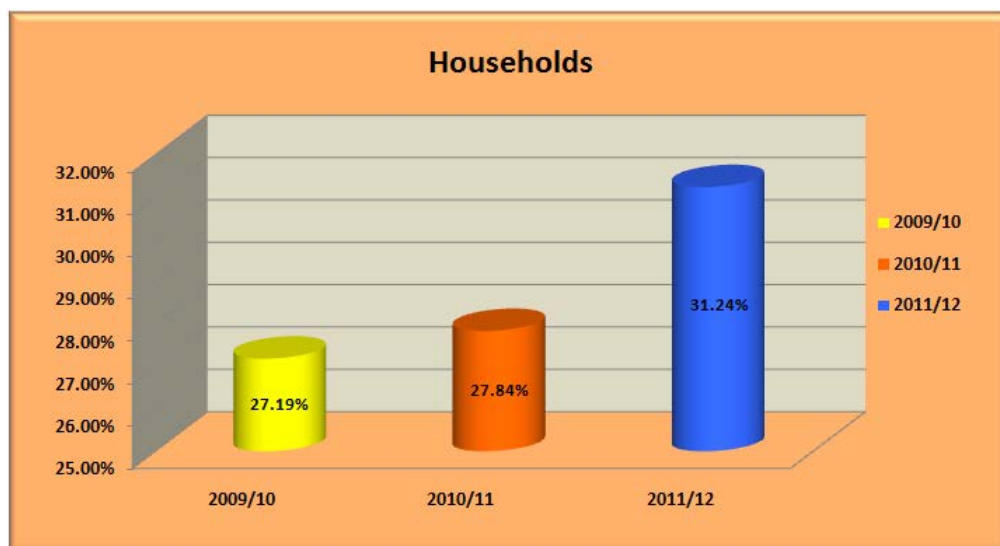
Households	2009/10	2010/11	2011/12
Number of households in municipal area	17 913	17 913	18 042
Number of indigent households in municipal area	4 870	4 987	5 636
Percentage of indigent households in municipal area	27.2	27.8	31.2

Table 7: Total number of households

\*Note: The numbers of the households were amended and will therefore not match the figures in the previous year annual report.



The graph below shows that the total number of indigent households increased from 4 987 in 2010/11 to 5 636 in 2011/12 financial year.



*Graph 5: Total % Indigent households within the municipal area*

## **G) KEY ECONOMIC ACTIVITIES**

Intensive agricultural areas are located along river courses. The Municipality is dependent upon the following economic activities:

Key Economic Activities	Description
Community, social and personal services	Oudtshoorn is the centre of regional culture, sports and art cultures (including the famous Klein Karoo Arts festival which has been hosted since 1994) and employs 8% of the work force and contributed 24% to the economy. It is close to the world famous Cango Caves which attracts tourists from all over the world. It is also benefits from the close proximity to the George coastal area which is one of the main economic and tourism hubs in the district.
Wholesale and retail trade, catering and accommodation	Employs 6% of the workforce and contributed 23% of the economy
Manufacturing	Employs 5 % of the workforce and contributed 12% to the economy
Agriculture	The agriculture of the district is based mainly around ostrich farming and is currently the area which has the most potential for future growth

*Table 8: Key Economic activities*





## 1.1.3 SOCIO ECONOMIC INFORMATION

### A) SOCIO ECONOMIC GROWTH

The socio-economic information for the municipal area is as follows:

Housing backlog	Unemployment Rate 2007	Households with no Income 2001	Average pass rate for numeracy and literacy 2010	People older than 14 years illiterate 2005	HIV/AIDS Prevalence 2005	Urban/ rural household split
13 000	23.8%	7%	Grade 3: Literacy - 69.3%	29%	2.6%	88/12
			Grade 3: Numeracy - 34.3%			
			Grade 6: Literacy - 49.1%			
			Grade 6: Numeracy - 11.0%			

Table 9: Socio Economic Information

## 1.3 SERVICE DELIVERY OVERVIEW

### 1.3.1 BASIC SERVICES DELIVERY PERFORMANCE HIGHLIGHTS

Highlight	Description
Water	Register the DAGEOS borehole and bulk pipeline as a RBIG project
EPWP Kamoso Awards	Oudtshoorn Municipality was been nominated as one of the top three municipalities in the whole country. It was the best in the Western Province in the category of the best local municipality for infrastructure development in 2011/12 Financial Year.
MIG Allocation for 2011/12 FY	Oudtshoorn Municipality has managed to spend all their allocation within stipulated time frames despite the delays of project implementation.
Oudtshoorn Ground Water Project RBIG (Blossoms Project) DAGEOS	The Municipality has managed to identify the possibility of drilling the exploring boreholes to produce a production borehole, and has been gazetted about 60% of the total cost of this project from DWA in different financial years.
Water Supply to communities	The Municipality has managed to supply water to all its residents and good quality too.
Blue Drop/Green Drop	Oudtshoorn Municipality has managed to improve the standard of the Blue drop and the Green Drop and is still going to continue until it reaches the best level of compliance in this regards.

Table 10: Basic Services Delivery Highlights

### 1.3.2 BASIC SERVICES DELIVERY CHALLENGES

Service Area	Challenge	Actions to address
Water	To resume exploration and production boreholes	Signing the Drilling Contract
Sewerage	To improve the quality of treated water into the river	Upgrade the WWTW through tenders to be advertised
Oudtshoorn groundwater project DAGEOS	Funding and delay of starting of the contractor on site.	To issue appointment letter for the start of the project and lobby for more funds.



Service Area	Challenge	Actions to address
Resealing f streets	Not enough funding to address the challenge of resealing and patching of potholes in the streets.	To access the funding of the loan to finalise the capital project that affect the communities.
Oudtshoorn groundwater project DAGEOS	Funding and delay of starting of the contractor on site.	To issue appointment letter for the start of the project and lobby for more funds.

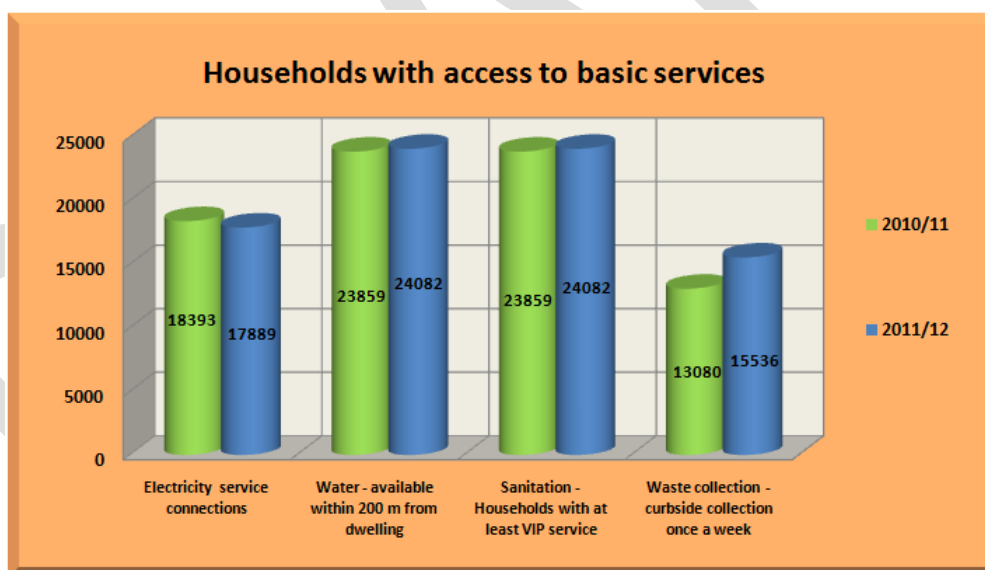
**Table 11: Basic Services Delivery Challenges**

### 1.3.3 PROPORTION OF HOUSEHOLDS WITH ACCESS TO BASIC SERVICES

Proportion of Households with minimum level of Basic services		
	2010/11	2011/12
Electricity service connections	18 393	17 889
Water - available within 200 m from dwelling	23 859	24 082
Sanitation - Households with at least VIP service	23 859	24 082
Waste collection - curbside collection once a week	13080	15 536

**Table 12: Households with minimum level of Basic Services**

Note: the reason for the decrease in electricity connections was the cleaning up of the database of all unused meters.



**Graph 6: Households with access to basic services**



## 1.4 FINANCIAL HEALTH OVERVIEW

### 1.4.1 FINANCIAL VIABILITY HIGHLIGHTS

Highlight	Description
Debt collection rate	The municipality collected on average 100.3 % of rates, charges and levies during the financial year.
Timeous submission of the annual financial statements	The annual financial statements were submitted on time for the first time in 5 years

Table 13: Financial Viability Highlights

### 1.4.2 FINANCIAL VIABILITY CHALLENGES

Challenge	Action to address
The liquidity ratio of the municipality deteriorated year on year which may lead to cash flow challenges in future	The municipality should institute measures to broaden its revenue base whilst reduce expenditure levels
Funding for new projects and maintenance of existing services	The municipality should embark on a resource mobilisation strategy to ensure that sufficient funds are source to fund infrastructure development and maintenance needs
Keeping municipal services affordable to its consumers	The municipality should review its service standards and reduce input cost in order to keep tariffs affordable

Table 14: Financial Viability Challenges

### 1.4.3 NATIONAL KEY PERFORMANCE INDICATORS – MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT (RATIOS)

The following table indicates the municipality's performance in terms of the **National Key Performance Indicators** required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of the MSA. These key performance indicators are linked to the **National Key Performance Area** namely **Municipal Financial Viability and Management**.

KPA & Indicator	2010/11	2011/12
Debt coverage ((Total operating revenue-operating grants received):debt service payments due within the year)	26.67	30.54
Service debtors to revenue – (Total outstanding service debtors: revenue received for services)	34	30.4
Cost coverage ((Available cash+ investments): Monthly fixed operating expenditure	4.47	1.26

Table 15: National KPI's for financial viability and management



## 1.4.4 FINANCIAL OVERVIEW

Details	Original budget	Adjustment Budget	Actual
	R'000		
Income			
Grants	100 595	96 188	87 385
Taxes, Levies and tariffs	282 565	257 439	245 024
Other	30 496	24 853	28 548
Sub Total	413656	378 480	360 957
Less Expenditure	439 774	380 293	366 792
Net Surplus/(deficit)	(26 118)	(1 813)	(5 835)

Table 16: Financial Overview

The municipality realized an operating loss of R 5.8 million for the 2011/2012 financial year. This is mainly due to non-cash items such as post retirement employee benefits, depreciation, provision for bad debt and provision for the rehabilitation of landfill sites.

## 1.4.5 OPERATING RATIOS

Detail	Expected norm	Actual	Variance
	%		
Employee Cost	30 – 35	37.01	2.01
Repairs & Maintenance	6	3.3	-2.70
Finance Charges & Depreciation	10	7.94	-2.06

Table 17: Operating ratios

Employee costs are within the national norm for municipalities. Expenditure on repairs and maintenance is below the national norm. The municipality should give urgent attention to the maintenance of its assets to avoid service delivery to collapse. If this ratio is measured against the national norm it seems that external borrowing is under control.



## 1.4.6 TOTAL CAPITAL EXPENDITURE

Detail	2010/11	2011/12
	R'000	
Original Budget	70865	81337
Adjustment Budget	82 363	42 174
Actual	49 741	35 048

Table 18: Total Capital Expenditure

Eighty three percent (83%) of the 2011/2012 capital budget was spent compared to 60,39% in 2010/2011.

## 1.5 ORGANISATIONAL DEVELOPMENT OVERVIEW

### 1.5.1 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT HIGHLIGHTS

Highlight	Description
Appointments	Appointment Of Black Female Director Technical Services
	Appointment Of Coloured Female In Senior Manager Post
	Appointment Of Black Municipal Manager

Table 19: Municipal Transformation and Organisational Development Highlights

### 1.5.2 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT CHALLENGES

Challenge	Actions to address
Staff Shortage	Availability Of Funds
Political Interference	Roles And Responsibilities Must Be Defined

Table 20: Municipal Transformation and Organisational Development Challenges

### 1.5.3 MFMA COMPETENCIES

In terms of Section 83 (1) of the MFMA, the accounting officer, senior managers, the chief financial officer, non-financial managers and other financial officials of a municipality must meet the prescribed financial management competency levels that are key to the successful implementation of the Municipal Finance Management Act. National Treasury has prescribed such financial management competencies in Government Notice 493 dated 15 June 2007.

To assist the above-mentioned officials to acquire the prescribed financial competencies, National Treasury, with the collaboration of various stakeholders and role players in the local government sphere, developed an outcomes-based NQF Level 6 qualification in municipal finance management. In terms of the Government Notice 493 of 15 June 2007, "(1) No municipality





or municipal entity may, with effect 1 January 2013, employ a person as a financial official if that person does not meet the competency levels prescribed for the relevant position in terms of these Regulations."

By the end of June 2012, a total of **13** officials - Financial and Non-financial - were identified, and started with the minimum competencies training. No officials were competent at the end of the financial year, and the other officials are currently in the process of completing their unit standards in terms of the regulations.

The table below provides details of the financial competency development progress as required by the regulation:

Financial Competency Development: Progress Report				
Description	Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	Competency assessments completed (Regulation 14(4)(b) and (d))	Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
<b>Financial Officials</b>				
Accounting officer	1	Vacant	Vacant	0
Chief financial officer	1	In training	1	0
Senior managers	3	In training	3	0
Any other financial officials	6	In training	0	0
<b>Supply Chain Management Officials</b>				
Heads of supply chain management units	1	Vacant	Vacant	0
Supply chain management senior managers	1	In process	0	0
<b>TOTAL</b>	<b>13</b>	<b>0</b>	<b>4</b>	<b>0</b>

Table 21: Financial Competency Development: Progress Report

## 1.6 AUDITOR GENERAL REPORT

State the type of opinion given (disclaimer; adverse opinion; qualified opinion; unqualified opinion with "other matters"; and an unqualified opinion) and briefly explain the issues leading to that opinion. In terms of a disclaimer you must state that the accounts of this municipality were too deficient in essential detail for the Auditor General to form an opinion as the financial viability or rectitude of this municipality". If opinion is unqualified, briefly explain the key steps taken to accomplish and maintain (where appropriate) this important achievement.



## 1.6.1 AUDITED OUTCOMES

Year	2007/08	2008/09	2009/10	2010/11	2011/12
Status	Disclaimer	Disclaimer	Qualified	Unqualified	Pending

Table 22: Audit Outcomes

Explain the importance of achieving the above deadlines to prepare the Annual Report nearer the end of the financial year and to provide the next budget process with a wide range of data from the outset. Include a statement to explain the importance of alignment between the IDP, Budget and Performance Management System as dealt with at item 1 or the schedule. Explain any failures to achieve the above timescales.



## CHAPTER 2: GOVERNANCE

Good governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

### A) NATIONAL KEY PERFORMANCE INDICATORS - GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The following table indicates the municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations 796 of 2001 and section 43 of the MSA. This key performance indicator is linked to the National Key Performance Area - Good Governance and Public Participation.

KPA& INDICATORS	MUNICIPAL ACHIEVEMENT	MUNICIPAL ACHIEVEMENT
	2010/11	2011/12
The percentage of a municipality's <b>capital budget</b> actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	62%	60%

*Table 23: National KPIs - Good Governance and Public Participation Performance*

### B) PERFORMANCE HIGHLIGHTS - GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Highlight	Description
Establishment of all ward committees	After the election municipality re-establish all ward committees
Community attendance of ward meetings	Community attend all ward meetings well. Public participation therefore very effective
Attendance of council meetings	Councilors and community attend council meetings well

*Table 24: Good Governance and Public Participation Performance Highlights*

### C) CHALLENGES - GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Description	Actions to address
Limited involvement of ward committees in implementation of projects	Need to provide budget allocation to all ward committees to implement ward based project
Limited capacity in the public participation section	Need to appoint more staff in the section
Limited funding available to enhance public participation	Public participation need to be prioritized in the budget process

*Table 25: Good Governance and Public Participation Challenges*



## **COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE**

### **2.1 POLITICAL GOVERNANCE STRUCTURE**

The council performs both legislative and executive functions. It focuses on legislative, oversight and participatory roles, and has delegated its executive function to the Executive Mayor and the Mayoral Committee. Its primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from their functions as policy makers, Councillors are also actively involved in community work and the various social programmes in the municipal area.

#### **A) COUNCIL**

Below is a table that categorised the councilors within their specific political parties and wards:

Name of councillor	Capacity	Political Party	Ward representing or proportional
Gordon April	Mayor	ANC	Ward Councillor
VlancioDonson	Deputy Mayor	ICOSA	Proportional
Johannes Stoffels	Speaker	NPP	Proportional
Hendrik Botha	Portfolio Chairperson	ANC	Proportional
JurieHarmse	Portfolio Chairperson	ANC	Ward Councillor
Pieter Luiters	Portfolio Chairperson	ANC	Proportional
Hendrik Ruiters	Portfolio Chairperson	ANC	Ward Councillor
Lea Stalmeester	Portfolio Chairperson	ANC	Ward Councillor
Dianne De Jager	Councillor	DA	Ward Councillor
Eva Fortuin	Councillor	DA	Proportional
Johan Fourie	Councillor	DA	Ward Councillor
Jeremia Goliath	Councillor	ANC	Ward Councillor
NondumisoGunguluza	Councillor	ANC	Ward Councillor
Julia Le Roux Krowitz	Councillor	DA	Ward Councillor
Christiaan MacPherson	Councillor	DA	Proportional
Felicity Magxaka	Councillor	DA	Proportional
John Maxim	Councillor	COPE	Proportional
Pierre Nel	Councillor	DA	Ward Councillor
Erik Ngalo	Councillor	ANC	Ward Councillor
Gertrude Phillips	Councillor	ANC	Proportional
Peter Roberts	Councillor	DA	Ward Councillor
Wessie van der Westhuizen	Councillor	DA	Proportional
Bernadus van Wyk	Councillor	DA	Proportional
Charlie Wagenaar	Councillor	ANC	Proportional



Name of councillor	Capacity	Political Party	Ward representing or proportional
Raymond Wildschut	Councillor	DA	Ward Councillor

Table 26: Council 2011/12

Below is a table which indicates the Council meetings attendance for the 2011/12 financial year:

Meeting dates	Number of items submitted	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance
03 August 2011- Special Council Meeting	15	96%	4%
05 September 2011-Special Council Meeting	12	100%	0%
14 September 2011-Special Council Meeting	12	100%	0%
01 December 2011-Ordinary Council Meeting	74	100%	0%
14 December 2011- Special Council Meeting	10	84%	0%
31 January 2012- Ordinary Council Meeting	13	100%	0%
28 February 2012- Ordinary Council Meeting	17	96%	4%
30 March 2012- Special Council Meeting	2	52%	48%
10 May 2012- Special Council Meeting	22	100%	100%
31 May 2012- Special Council Meeting	9	100%	100%
21 September 2011- Special Council Meeting	11	100%	0%
29 September 2011- Special Council Meeting	10	100%	0%

Table 27: Council meetings

## B) EXECUTIVE MAYORAL COMMITTEE

The Executive Mayor of the Municipality, **Alderman Gordon April** assisted by the Mayoral Committee, heads the executive arm of the Municipality. The Executive Mayor is at the centre of the system of governance, since executive powers are vested in him to manage the day-to-day affairs. This means that he has an overarching strategic and political responsibility. The key element of the executive model is that executive power is vested in the Executive Mayor, delegated by the Council, and as well as the powers assigned by legislation. Although accountable for the strategic direction and performance of the Municipality, the Executive Mayor operates in concert with the Mayoral Committee.





The name and portfolio of each Member of the Mayoral Committee is listed in the table below for the period 1 July 2011 to 30 June 2012:

Name of member	Capacity
Hendrik Botha	Chairperson of Finance Portfolio
Hendrik Ruiters	Chairperson of Technical Services Portfolio
Jurie Harmse	Chairperson of Strategic Services Portfolio
Lea Stalmeester	Chairperson of Corporate Services Portfolio
Pieter Luiters	Chairperson of Community Services Portfolio

**Table 28: Executive Mayoral Committee 2011/12**

The table below indicates the dates of the Committee meetings and the number of reports submitted to Council for the 2011/12 financial year:

Meeting date	Number of items submitted to council
Special Executive Mayoral Committee Meeting- 14 July 2011	1
Special Executive Mayoral Committee Meeting- 27 July 2011	5
Special Executive Mayoral Committee Meeting-12 Augustus 2011	9
Special Executive Mayoral Committee Meeting- 22 September 2011	1
Special Executive Mayoral Committee Meeting- 25 October 2011	16
Urgent Special Executive Mayoral Committee Meeting- 7 November 2011	1
Urgent Special Executive Mayoral Committee Meeting- 8 November 2011	1
Executive Mayoral Committee Meeting- 6 December 2011	2
Special Executive Mayoral Committee Meeting- 4 January 2012	1
Special Executive Mayoral Committee Meeting- 25 January 2012	1
Special Executive Mayoral Committee Meeting- 26 January 2012	2
Special Executive Mayoral Committee Meeting- 2 February 2012	4
Executive Mayoral Committee Meeting- 20 February 2012	6
Special Executive Mayoral Committee Meeting- 23 February 2012	1
Executive Mayoral Committee Meeting- 14 March 2012	7
Special Executive Mayoral Committee Meeting- 16 March 2012	1
Executive Mayoral Committee Meeting- 26 April 2012	10

**Table 29: Committee Meetings**



## **C) PORTFOLIO COMMITTEES**

Section 80 committees are permanent committees that specialise in a specific functional area of the municipality and may in some instances make decisions on specific functional issues. They advise the executive committee on policy matters and make recommendations to council. Section 79 committees are temporary and appointed by the executive committee as needed. They are usually set up to investigate a particular issue and do not have any decision making powers. Just like Section 80 committees they can also make recommendations to Council. Once their *ad hoc* task had been completed, Section 79 committees are usually disbanded. External experts, as well as councillors can be included on Section 79 committees.

The portfolio committees for the 2011/16 Mayoral term and their Chairpersons are as follow:

Committee	Chairperson	Section 79 or 80 Committee	Number of minutes submitted to council	Meeting Date
Strategic Services Portfolio	Aldm J Harmse	Section 79 Committee	Not submitted	7 September 2011
Financial Services Portfolio	CLlr L Stalmeester	Section 79 Committee	Not submitted	8 September 2011
Corporate Services Portfolio	CLlr C Ngalo	Section 79 Committee	Not submitted	8 September 2011
Technical Services Portfolio	Aldm C Wagenaar	Section 79 Committee	Not submitted	9 September 2011
Community Services Portfolio	CLlr N Gunguluza	Section 79 Committee	Not submitted	9 September 2011
Technical Services Portfolio	CLlr N Gunguluza	Section 79 Committee	Not submitted	14 November 2011
Corporate Services Portfolio	CLlr L Stalmeester	Section 79 Committee	Not submitted	15 November 2011
Strategic Services Portfolio	Aldm J Harmse	Section 79 Committee	Not submitted	16 November 2011
Community Services Portfolio	CLlr H Ruiters	Section 79 Committee	Not submitted	16 November 2011
Technical Services Portfolio	CLlr N Gunguluza	Section 79 Committee	Minutes was submitted through the Mayoral Committee to Council on 28 February 2012	7 February 2012
Community Services Portfolio	CLlr H Ruiters	Section 79 Committee	Minutes was submitted through the Mayoral Committee to Council on 28 February 2012	7 February 2012
Corporate Services Portfolio	CLlr L Stalmeester	Section 79 Committee	Minutes was submitted through the Mayoral Committee to Council on 28 February 2012	8 February 2012
Financial Services Portfolio	CLlr H Botha	Section 79 Committee	Minutes was submitted through the Mayoral Committee to Council on 28 February 2012	8 February 2012



# OUTSHOORN

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Committee	Chairperson	Section 79 or 80 Committee	Number of minutes submitted to council	Meeting Date
Strategic Services Portfolio	Aldm J Harmse	Section 79 Committee	Minutes was submitted through the Mayoral Committee to Council on 28 February 2012	9 February 2012
Special Financial Services Portfolio	Cllr H Botha	Section 79 Committee	Minutes was submitted through the Mayoral Committee to Council on 28 February 2012	23 February 2012
Technical Services Portfolio	Cllr N Gunguluza	Section 79 Committee	Minutes was submitted through the Mayoral Committee to Council on 10 May 2012	1 March 2012
Community Services Portfolio	Cllr H Ruiters	Section 79 Committee	Minutes was submitted through the Mayoral Committee to Council on 10 May 2012	1 March 2012
Corporate Services Portfolio	Cllr L Stalmeester	Section 79 Committee	Minutes was submitted through the Mayoral Committee to Council on 10 May 2012	2 March 2012
Financial Services Portfolio	Cllr H Botha	Section 79 Committee	Minutes was submitted through the Mayoral Committee to Council on 10 May 2012	2 March 2012
Strategic Services Portfolio	Aldm J Harmse	Section 79 Committee	Minutes was submitted through the Mayoral Committee to Council on 10 May 2012	13 March 2012
Strategic Services Portfolio	Aldm J Harmse	Section 79 Committee	Minutes was submitted through the Mayoral Committee to Council on 10 May 2012	10 April 2012
Community Services Portfolio	Cllr H Ruiters	Section 79 Committee	Minutes was submitted through the Mayoral Committee to Council on 10 May 2012	11 April 2012
Financial Services Portfolio	Cllr H Botha	Section 79 Committee	Minutes was submitted through the Mayoral Committee to Council on 10 May 2012	16 April 2012
Corporate Services Portfolio	Cllr L Stalmeester	Section 79 Committee	Minutes was submitted through the Mayoral Committee to Council on 10 May 2012	17 April 2012
Technical Services Portfolio	Cllr N Gunguluza	Section 79 Committee	Minutes was submitted through the Mayoral Committee to Council on 10 May 2012	19 April 2012
Strategic Services Portfolio	Aldm J Harmse	Section 79 Committee	Not submitted	2 May 2012
Technical Services	Cllr N Gunguluza	Section 79 Committee	Not submitted	3 May 2012



Committee	Chairperson	Section 79 or 80 Committee	Number of minutes submitted to council	Meeting Date
Portfolio				
Community Services Portfolio	CLlr H Ruiters	Section 79 Committee	Not submitted	3 May 2012
Corporate Services Portfolio	CLlr L Stalmeester	Section 79 Committee	Not submitted	4 May 2012
Financial Services Portfolio	CLlr H Botha	Section 79 Committee	Not submitted	4 May 2012
Special Technical Services Portfolio	CLlr N Gunguluza	Section 79 Committee	Not submitted	10 May 2012
Strategic Services Portfolio	Aldm J Harmse	Section 79 Committee	Not submitted	8 June 2012
Community Services Portfolio	CLlr H Ruiters	Section 79 Committee	Not submitted	13 June 2012
Technical Services Portfolio	CLlr N Gunguluza	Section 79 Committee	Not submitted	13 June 2012
Special Strategic Services Portfolio	Aldm J Harmse	Section 79 Committee	Not submitted	14 June 2012

Table 30: Portfolio Committees

## 2.2 ADMINISTRATIVE GOVERNANCE STRUCTURE

The Municipal Manager is the Chief Accounting Officer of the Municipality. He is the head of the administration, and primarily has to serve as chief custodian of service delivery and implementation of political priorities. He is assisted by his direct reports, which constitutes the Management Team, whose structure is outlined in the table below:

Name of Official	Department	Performance agreement signed
		(Yes/No)
Mr. T Mnyimba	Municipal Manager	Yes
Mr. F Human	Corporate Services	Yes
Mr. D Lott	Chief Financial Officer	Yes
Mr. F Human	Corporate Services	Yes
Ms Z Ntile	Technical Services	No
Mr. R Lottering	Community Services	Yes

Table 31: Administrative Governance Structure



## **COMPONENT C: PUBLIC ACCOUNTABILITY**

MSA S15 (b): requires a municipality to establish and organize its administration to facilitate and a culture of accountability amongst its staff. S16 (i): states that a municipality must develop a system of municipal governance that compliments formal representative governance with a system of participatory governance. S18 (i) (d): requires a municipality to supply its community with information concerning municipal governance, management and development.

Such participation is required in terms of:

- the preparation, implementation and review of the IDP;
- establishment, implementation and review of the performance management system;
- monitoring and review of the performance, including the outcomes and impact of such performance; and
- preparation of the municipal budget.

### **2.3 PUBLIC MEETINGS**

Purpose of meeting	Date of events	Number of Participation municipal councillors	Number of participation of municipal administration	Number of community members attending	Dates and manner of feedback given to community
Report back meeting	15/05/12	1	2	22	Mayoral imbizo
Report back meeting	16/05/12	2	4	24	Mayoral Imbizo
Report back Meeting	18/05/12	1	4	30	Mayoral Imbizo
Report back Meeting	22/05/12	1	6	40	Mayoral Imbizo
Report back Meeting	28/05/12	1	3	30	Mayoral Imbizo
Report back Meeting	12/05/12	1	3	76	Mayoral Imbizo
Reportback Meeting	21/05/12	2	5	23	Mayoral Imbizo
Report back Meeting	25/05/12	1	5	24	Mayoral Imbizo
Report back Meeting	17/05/12	2	5	21	Mayoral Imbizo
Report back Meeting	17/05/12	2	5	21	Mayoral Imbizo
Report back Meeting	24/05/12	1	3	20	Mayoral Imbizo
Report back Meeting	20/05/12	2	3	25	Mayoral Imbizo

*Table 32: Public Meetings*





## 2.3.1 REPRESENTATIVE FORUMS

### A) LABOUR FORUMS

The table below specifies the members of the Labour forum for the 2011/12 financial year:

Name of representative	Capacity	Meeting dates
X Silinga	SAMWU	16/09/2011 23/09/2011 21/02/2012 24/02/2012 20/04/2012 07/06/2012
C Saaiman	SAMWU	
J September	SAMWU	
N Ntane	SAMWU	
T Koolman	SAMWU	
G Nthonjeni	SAMWU	
H Le Kay	IMATU	
J Ladouce	IMATU	
T Mnyimba	Municipal Manager	
D Lott	CFO	
R Lottering	Director Community Services	
Z Ntile	Director	
Cllr. J Harmse	Councillor	
Cllr. B van Wyk	Councillor	
Cllr. J Fourie	Councillor	

Table 33: Labour Forum

## 2.3.2 WARD COMMITTEES

Set out the key purposes of ward committees, the major issues that the ward committee system has dealt with during the year.

The purpose of a ward committee is:

- to get better participation from the community to inform council decisions;
- to make sure that there is more effective communication between the council and the community; and
- to assist the ward councillor with consultation and report-backs to the community.

Ward committees should be elected by the community they serve. A ward committee may not have more than 10 members and women should be well represented. The ward councillor serves on the ward committee and act as the chairperson. Although ward committees have no formal powers, they advise the ward councillor who makes specific submissions directly to the council. These committees play a very important role in the development and annual revision of the integrated development plan of the area.

The ward committees support the Ward Councillor who receives reports on development, participate in development planning processes, and facilitate wider community participation. To this end, the municipality constantly strives to ensure that all ward committees function optimally with community information provision; convening of meetings; ward planning; service delivery; IDP formulation and performance feedback to communities.



## **Ward 1: Town, Welbedacht, Lategansvlei, De Hoop, Nooitgedacht, Matjiesrivier**

Name of representative	Capacity representing	Meeting Dates
Chrissie Adams	Rural	4 December 2011 6 February 2012 6 March 2012
NoofOktober	Rural	
Leentjie Booysen	Rural	
Francoise Brill	Business	
Christian Serfontein	Civic/Ratepayers	
Adrian Viljoen	Religious	
Eden Skinner	Cultural	
Johanna Lodewyk	Safety & Security	
Dinah Klase	Education	
Bernadine Uithaler	Youth	

*Table 34: Ward 1 Committee Meetings*

## **Ward 2: Town, Schoemanshoek, Buffelsdrift, Blommetjieskloof**

Name of representative	Capacity representing	Number meetings held during the year
Glen Anthony Carlisle	Religious Grouping	4
Geoff Wilck	Formal Business	
Frank Witbooi	Rural	
Katrien Booysen	Rural	
Magdalene Van Vuuren	Education	
Lizannè Pelham	Civic/Rate Payers	
Gideon Ferreira	Health	
Kosie Esterhuize	Welfare	
Johan Terblanche	Safety & Security	
Chaan-Marie Piedt	Youth	

*Table 35: Ward 2 Committee Meetings*



## Ward 3: Town, Bridgton

Name of representative	Capacity representing	Meeting Dates
Ellis Meyer	Informal Business	7 December 2011 14 February 2012 13 March 2012 24 May 2012
Sheila Barnard	NGO	
Mary Louisa Stuurman	Religious	
HennieDavel	Formal Business	
Koos Claassen	Health	
Angeline Lekay	Cultural	
Daniel Bester	Ratepayers/Civic	
Abraham Jacobs	Welfare	
EngelaSerfontein	Health	
John Abrahams	Sport	

Table 36: Ward 3 Committee Meetings

## Ward 4: Bridgton, Bongoletu

Name of representative	Capacity representing	Meeting Dates
Nomsa Miriam Jaxa	Cultural Organisation	15 December 2011 23 February 2012 22 March 2012 18 April 2012 16 May 2012
Adam De Jager	Education	
Cashile Ethel Jack	Formal Business	
TimotyMbuleloMaliwa	Religious	
Isaac ThembaniDikqacwi	Safety &Security	
Natasha Stuurman	NGO	
Johannes Nombande	Religious	
Christina Muller	Health	
VuyolethuMachean	Youth	
Solomon Maxim	Sport	

Table 37: Ward 4 Committee Meetings

## Ward 5: Bridgton

Name of representative	Capacity representing	Meeting Dates
Maureen Quosè	Health	30 November 2011 22 February 2012 28 March 2012 21 June 2012
Daphne Koeries	Cultural	
Arthur Bezuidenhout	Sport	
Bertha Prins	Welfare	
Mary Goliath	Religious	
Michelle Hartnick	Youth	
Dina Piet	Safety &Security	



Name of representative	Capacity representing	Meeting Dates
HekkieVisman	Informal Business	
Piet Pietersen	Education	
Mina Ruiters	Civic/Ratepayers	

Table 38: Ward 5 Committee Meetings

## **Ward 6: Toekomsrus, Bridgton**

Name of representative	Capacity representing	Meeting Dates
Jacobus Jacobs	Cultural	12 December 2011 28 February 2012 8 March 2012 21 May 2012 21 June 2012
Thomas Martin April	Education	
Veronica Williams	Formal Business	
Freddie Andries	Religious	
Sepido Michaels	Youth	
JacoleneOlifant	Safety &Security	
Annie Fouchè	Health	
Dora Victoria Moos	NGO	
Sonia Delport	Ratepayers/Civic	
Elcano Xavier Matthews	Sport	
Jacobus Jacobs	Cultural	

Table 39: Ward 6 Committee Meetings

## **Ward 7: Town, Bridgton**

Name of representative	Capacity representing	Meeting Dates
Stephen Oliphant	Welfare	14 December 2011 20 February 2012
Cornelia Blaauw	Informal Business	
Isaac Andrew Estcourt	Sport	
Jan Ayford	NGO	
Joan Campher Lottering	Formal Business	
Katie Afrika	Ratepayers/Civic	
Peter John Oliphant	Youth	
David Ruiters	Environment	
Benjamin Pannas	Education	
Ellen Margaret Kam	Religious	

Table 40: Ward 7 Committee Meetings

## **Ward 8: Toekomsrus, Bongoletu**

Name of representative	Capacity representing	Meeting Dates
------------------------	-----------------------	---------------



Name of representative	Capacity representing	Meeting Dates
Johannes Ewerts	Informal Business	24 January 2012 27 February 2012 17 March 2012 16 May 2012
Nella Philander	Civic/Rate Payers	
Kenneth Grootboom	NGO	
Vuyelwa T Misani	Welfare	
Eva Gxowa	Cultural	
KlaasLewendal	Religious	
Sara Collins	Health	
ThozamaNongana	Safety & Security	
Oscar Maliwa	Youth	
Lawrence Lwana	Rural	

**Table 41: Ward 8 Committee Meetings**

## **Ward 9: Dysselsdorp**

Name of representative	Capacity representing	Meeting Dates
Gert Lewis	Safety & Security	11 December 2011 22 February 2012 26 April 2012 16 May 2012
Rochelle Claassen	Education	
Johannes Prinsloo	Informal Business	
Johan Moos	Religious	
Daniël J Daniels	Ratepayers/Civic	
Johnston Jansen	Youth	
LenieCampher	Business	
JakomynAgus	Welfare	
Isaac Lottering	Rural	
Cornelius Dyssel	Rural	
JakobaMiggels	Rural	

**Table 42: Ward 9 Committee Meetings**





## **Ward 10: Dysselsdorp**

Name of representative	Capacity representing	Meeting Dates
Rosemary Ann Job	Sport	11 December 2011 13 February 2012
PetrusJaftha	Religious	
Elizabeth Pietersen	Safety &Security	
Nellie Soman	Informal Business	
Caroline Wagenaar	Welfare	
Hester Herman	Rural	
Beulda Botha	Rural	
WeslinOktober	Youth	
Joey Thorne	NGO	
JaquesOktober	Education	

*Table 43: Ward 10 Committee Meetings*

## **Ward 11: De Rust, Rural areas**

Name of representative	Capacity representing	Meeting Dates
SameulBakkies	NGO	29 November 2011 28 February 2012 17 May 2012 21 June 2012
Diana Segall	Ratepayers/Civic	
GerritGerhardesPlaatjies	Sport	
Kaye Koekemoer	Formal Business	
ElledineConradie	Welfare	
Anna Windvogel	Health	
AndriesJanuarie	Religious	
Jan van der Ross	Education	
SameulMeiring	Rural	
Berenice Adams	Youth	

*Table 44: Table 27: Ward 11 Committee Meetings*

## **Ward 12: Town, Bridgton, Volmoed, Wynandsrivier**

Name of representative	Capacity representing	Meeting Dates
Herman Baatjies	Religious	28 November 2011 21 February 2012 20 June 2012
Johanna Floors	Welfare	
JaquelineWagenaar	Sport	
Gerhard Wagner	Rural	
Brenda Langhtrey	NGO	
Joseph Josephs	Rural	
Winston van Vuuren	Youth	



Name of representative	Capacity representing	Meeting Dates
Joey Canary	Health	
Elbe Slabbert	Education	
Bartel du Toit	Business	
Herman Baatjies	Religious	

Table 45: Ward 12 Committee Meetings

## **Ward 13: Bridgton**

Name of representative	Capacity representing	Meeting Dates
Micheal Wagenaar	Welfare	13 December 2012 29 April 2012 7 May 2012
Lionel Loff	Cultural	
Colin Ceaser	NGO	
Dean Claassen	Religious	
Vernon Andries	Formal Business	
Mathilda Manewil	Education	
Willie Jeffrie September	Ratepayers/Civic	
Kenny Powrie	Informal Business	
Anna Piedt	Youth	
Llewellyn Grootboom	Welfare	

## **2.3.3 FUNCTIONALITY OF WARD COMMITTEE**

The purpose of a ward committee is:

- to get better participation from the community to inform council decisions;
- to make sure that there is more effective communication between the Council and the community; and
- to assist the ward councillor with consultation and report-backs to the community.

Ward committees should be elected by the community they serve. A ward committee may not have more than 10 members and women should be well represented. The ward councillor serves on the ward committee and act as the chairperson. Although ward committees have no formal powers, they advise the ward councillor who makes specific submissions directly to the council. These committees play a very important role in the development and annual revision of the integrated development plan of the area.

The table below provides information on the establishment of Ward Committees and their functionality:



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Ward Number	Committee established: Yes / No	Number of reports submitted to the Speakers/IDP Office	Number meetings held during the year	Committee functioning effectively: Yes / No	Actions to address
1	Yes	1	5	Yes	Water problem in the rural areas Law enforcement in Town Homeless people that's sleeping in Klapperbosrant The safety of school children in Welbedacht
2	Yes	1	4	Yes	There is a need for: <ul style="list-style-type: none"> <li>- soup kitchens</li> <li>- basic services on the rural areas</li> <li>- upgrading of the roads</li> <li>- street lights in rural areas</li> </ul>
3	Yes	1	6	Yes	There is a need for: <ul style="list-style-type: none"> <li>- Law Enforcement officials in Town</li> <li>- Community projects for unemployed youth</li> <li>- Clean and green projects for Ward 3</li> </ul>
4	Yes	1	5	Yes	There is a need for: <ul style="list-style-type: none"> <li>- Upgrading of street lights</li> <li>- Cleaning projects for unemployment youth</li> <li>- Garbage bins on strategic places</li> <li>- Upgrading of Nomonde crèche in 1<sup>st</sup> Avenue</li> </ul>
5	Yes	1	5	Yes	<ul style="list-style-type: none"> <li>- A large amount of houses needs to be upgraded in the ward</li> </ul>
6	Yes	1	6	Yes	<ul style="list-style-type: none"> <li>- The conditions of the shacks in Rosevalley</li> <li>- There is a need for more water tanks in Rosevalley</li> <li>- Job creation projects for the unemployed youth</li> <li>- The roads in Rosevalley is in a very bad condition</li> </ul>
7	Yes	1	6	Yes	<ul style="list-style-type: none"> <li>- Job creation projects for unemployed youth</li> <li>- Storm water pipes need upgrading</li> </ul>
8	Yes	1	5	Yes	<ul style="list-style-type: none"> <li>- The speed humps needs to be upgraded</li> <li>- The area around the clinic in New Look needs to be upgraded</li> </ul>
9	Yes	1	4	Yes	<ul style="list-style-type: none"> <li>- There is a need for job creation for the youth</li> </ul>
10	Yes	1	4	Yes	<ul style="list-style-type: none"> <li>- Installation of storm water pipes</li> <li>- Alcohol and drug abuse amongst youth</li> <li>- Housing problem</li> </ul>
11	Yes	1	6	Yes	<ul style="list-style-type: none"> <li>- There is a very large housing</li> </ul>



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Ward Number	Committee established: Yes / No	Number of reports submitted to the Speakers/IDP Office	Number meetings held during the year	Committee functioning effectively: Yes / No	Actions to address
					<ul style="list-style-type: none"> <li>problem in the entire ward</li> <li>- Water shortage on the rural areas</li> </ul>
12	Yes	1	6	Yes	<ul style="list-style-type: none"> <li>The process of indigent grant applications</li> <li>Lack of water and sanitation facilities</li> <li>Soup kitchens that is dysfunctional</li> <li>Irregular clinic visiting times in Volmoed</li> </ul>
13	Yes	1	6	Yes	<ul style="list-style-type: none"> <li>- Poor communication between the community and Municipality</li> <li>- Speed humps needs to be upgraded in the ward</li> </ul>

*Table 46: Functioning of Ward Committees*



## COMPONENT D: CORPORATE GOVERNANCE

Corporate governance is the set of processes, practices, policies, laws and stakeholders affecting the way an institution is directed, administered or controlled. Corporate governance also includes the relationships among the many stakeholders involved and the goals for which the institution is governed.

### 2.4 ANTI-CORRUPTION AND ANTI-FRAUD

Section 83(c) of the MSA refers to the implementation of effective bidding structures to minimize the possibility of fraud and corruption and the Municipal Finance Management Act (MFMA), section 112(1) (m)(i) identify supply chain measures to be enforced to combat fraud and corruption, favouritism and unfair and irregular practices. Section 115(1) of the MFMA states that the accounting officer must take steps to ensure mechanisms and separation of duties in a supply chain management system to minimize the likelihood of corruption and fraud.

#### A) DEVELOPED STRATEGIES

Name of strategy	Developed Yes/No	Date Adopted/Reviewed
Anti-corruption strategy	Yes	July 2009
Fraud prevention strategy	Yes	July 2009

Table 47: Strategies

#### B) IMPLEMENTATION OF STRATEGIES

Strategies to implement	Key Risk Areas	Key measures to curb corruption and fraud
Policy	Non-existence of policies leaves everything open to misuse which can result in fraud and corruption	A fraud and corruption policy is a key defense mechanism because it highlights the fact that the institution has a formal framework in place for dealing with fraud and corruption
	Inadequate policies will not fully detect and prevent fraud and corruption	
	Non-implementation and /or adherence to such policies	
Institutional arrangements	No or inadequate external audit committees, both regular and performance, will lead to gaps	The creation of specific structures (e.g. a fraud committee) and the definition of roles and responsibilities enable coordination and management of programme implementation. At a municipal level these would include structures such as internal audit and the external audit committee
	No or inadequate fraud committee	
	No or inadequate internal audit function	



Strategies to implement	Key Risk Areas	Key measures to curb corruption and fraud
Systems and controls	No or inadequate systems and control measures leads to gaps for misuse	Having well-structured and documented systems and controls in place nullifies gaps and loopholes that are often used to perpetrate fraud and corruption. These systems and controls also enable monitoring and management mechanism that will facilitate detection where there are attempts to override or circumvent such systems and controls. Importantly, systems and controls will ensure compliance with policies and regulations. Supply chain management is a good example of where systems and controls are crucial in preventing fraud and corruption
	No or inadequate training on such systems and controls	
	Non-compliance with policies and regulations	
Fraud and Corruption Risk Management	No or inadequate fraud and risk assessments	All organisations have systems and controls in place with varying levels of structure and detail. Despite this, organisations are still vulnerable to fraud and corruption because systems and controls are not properly implemented or there inherent gaps and weaknesses that can be exploited. Conducting fraud and corruption risk assessments enables organisations to test the integrity and completeness of their systems and controls with a view to implementing measures that strengthen areas of weakness and closing gaps. This approach proactively allows the organisation to prevent fraud and corruption
Training, Awareness and Communication	No training leads incorrect mind-sets and culture	Making managers, staff, suppliers and customers aware of the risks of fraud corruption, how to deal with it, what the consequences are and why it is important to prevent and fight it is a key weapon in building up an organisational culture that opposes fraud and corruption. Through training managers and staff could be made aware what to watch out for so that they do not willingly or unwillingly participate in acts of fraud and corruption. Communicating successes in dealing with fraud and corruption serves as deterrent to others and builds the corporate image of an institution
	Inadequate training plans and processes	
	Lack of awareness of the risk of fraud and corruption	

Table 48: Implementation of the Strategies

## 2.5 AUDIT COMMITTEE/S

No Audit Committee in place since October 2010.

## 2.6 PERFORMANCE AUDIT COMMITTEE

No Performance Committee in place.





## 2.7 INTERNAL AUDITING

Section 165 (2) (a), (b) and (c) of the MFMA requires that:

The internal audit unit of a municipality must –

- (a) prepare a risk based audit plan and an internal audit program for each financial year; and
- (b) advise the accounting officer and report to the audit committee on the implementation on the internal audit plan and matters relating to:
  - (i) Internal audit;
  - (ii) internal controls;
  - (iii) accounting procedures and practices;
  - (iv) risk and risk management;
  - (v) performance management;
  - (vi) loss control; and
  - (vii) compliance with this Act, the annual Division of Revenue Act and another applicable legislation; and
- (c) perform such other duties as may be assigned to it by the accounting officer.

**The Oudtshoorn Municipality has its own internal audit section and currently consists of 2 staff members.**

### Three-year strategic internal audit plan

A three year strategic internal audit plan was not approved due to the fact that no Audit Committee is in place since October 2010.

### Annual Risk Based Audit Plan

The Risk Based Annual Audit Plan for 2011/12 was not approved by an Audit Committee. The table below provides detail on audits conducted in the different areas:

Audit Areas	Hours
Internal control reviews and assignments	950
Division of Revenue Act and other legislature reviews	400
Performance Management System audits (PMS)	0
Consulting and other	350
Special assignments and requests	700
Risk management	0



Audit Areas	Hours
Total	2400

Table 49: Annual risk based audit plan

## 2.8 BY-LAWS AND POLICIES

Section 11 of the MSA gives municipal Councils the executive and legislative authority to pass and implement by-laws and policies.

**No by-laws were revised/adopted during the 2010/11 financial year.**

Below is a list of all the current municipal by-laws:

By-laws developed/revised	Date of Publication
Fire Safety	12 June 2009
Electricity	12 June 2009
Public Amenities	12 June 2009
Roads and Streets	12 June 2009
Solid Waste Disposal	12 June 2009
Sporting Facilities	12 June 2009
Storm Water Systems	12 June 2009
Customer care and Revenue management	12 June 2009
Irrigation Water	12 June 2009
Public buses and Taxes	12 June 2009
Special parking Places for vehicles	12 June 2009
Solar Water heater Panels	12 June 2009
Impoundment of Animals	12 June 2009
Prevention of Public Nuisances	12 June 2009
Municipal Dwelling	12 June 2009
Outdoor advertising and signage	12 June 2009
Water Supply and Sanitation	12 June 2009
Aerodrome	12 June 2009
Fences and Fencing	12 June 2009
Commonage	12 June 2009
Cemeteries and Crematoria	12 June 2009
Property Rates	12 June 2009

Table 50: By-laws

Below is a list of all the policies developed and reviewed during the financial year:

Policies developed/ revised	Date adopted
-----------------------------	--------------



Policies developed/ revised	Date adopted
Subsistence and Travel Policy	20 April 2007
Recruitment and selection policy	20 April 2007
Overtime Policy	20 April 2007
Asset management policy	29 May 2008
Allocation of Grants in aid policy	29 May 2008
Bad debt write-off policy	29 May 2008
Cellular policy	29 May 2008
Investments and cash management policy	29 May 2008
Property rates policy	March 2009
Study bursary scheme	October 2007
Supply chain management	25 October 2007
Training and Development	29 May 2008

Table 51: Policies

## 2.9 WEBSITE

A municipal website should be an integral part of a municipality's communication infrastructure and strategy. It serves as a tool for community participation, improves stakeholder involvement and facilitates stakeholder monitoring and evaluation of municipal performance. Section 75 of the MFMA requires that the municipalities place key documents and information on their website, including the IDP, the annual budget, adjustments budgets and budget related documents and policies.

Below is a website checklist to indicate the compliance to Section 75 of the MFMA:

Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
Current annual and adjustments budgets and all budget-related documents	Yes	Various dates
All current budget-related policies	Yes	Various dates
The previous annual report for 2010/11	Yes	24/10/12
The annual report for 2011/12 published/to be published	Yes	24/10/12
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act for 2011/12 and resulting scorecards	Yes	12/10/12
All service delivery agreements for 2011/12	No	Not applicable
All long-term borrowing contracts for 2011/12	Yes	12/02/10
All supply chain management contracts above a prescribed value for 2011/12	No	Not applicable
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during 2011/12	No	Not applicable
Contracts agreed in Year 1 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	No	Not applicable



Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
Public-private partnership agreements referred to in section 120 made in 2011/12	No	Not applicable
All quarterly reports tabled in the council in terms of section 52 (d) during 2011/12	Yes	Various dates

*Table 52: Website Checklist*

## 2.10 COMMUNICATION

Local government has a legal obligation and a political responsibility to ensure regular and effective communication with the community. The Constitution of the Republic of South Africa Act 1996 and other statutory enactments all impose an obligation on local government communicators and require high levels of transparency, accountability, openness, participatory democracy and direct communication with the communities to improve the lives of all.

Good customer care is clearly of fundamental importance to any organisation, and analysis here shows that local residents view the municipality's people relations in a negative light. A successful communication strategy therefore links the people to the municipality's programme for the year.

Below is a communication checklist of the compliance to the communication requirements:

Communication activities	Yes/No
Communication unit	Yes, comprises of 3 officials
Communication strategy	Yes, still in draft
Communication policy	Yes, still in draft
Customer satisfaction surveys	Yes, part of satisfaction surveys by Cape Winelands District Municipality
Functional complaint management systems	Yes, complaints systems are currently not integrated, but all complaints are managed at departmental level
Newsletters distributed at least quarterly	Newsletters are issued monthly, attached to municipal accounts

*Table 53: Communication Activities*



## CHAPTER 3: SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT)

### I) INTRODUCTION

Performance management is a process which measures the implementation of the organisation's strategy. It is also a management tool to plan, monitor, measure and review performance indicators to ensure efficiency, effectiveness and the impact of service delivery by the municipality.

At local government level performance management is institutionalized through the legislative requirements on the performance management process for Local Government. Performance management provides the mechanism to measure whether targets to meet its strategic goals, set by the organisation and its employees, are met.

The constitution of S.A (1996), section 152, dealing with the objectives of local government paves the way for performance management with the requirements for an "accountable government". The democratic values and principles in terms of section 195 (1) are also linked with the concept of performance management, with reference to the principles of *inter alia*:

- the promotion of efficient, economic and effective use of resources,
- accountable public administration
- to be transparent by providing information,
- to be responsive to the needs of the community,
- and to facilitate a culture of public service and accountability amongst staff.

The Municipal Systems Act (MSA), 2000 requires municipalities to establish a performance management system. Further, the MSA and the Municipal Finance Management Act (MFMA) requires the Integrated Development Plan (IDP) to be aligned to the municipal budget and to be monitored for the performance of the budget against the IDP via the Service Delivery and the Budget Implementation Plan (SDBIP).

In addition, Regulation 7 (1) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 states that "A Municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players." Performance management is not only relevant to the organisation as a whole, but also to the individuals employed in the organization as well as the external service providers and the Municipal Entities. This framework, *inter alia*, reflects the linkage between the IDP, Budget, SDBIP and individual and service provider performance.

### II) LEGISLATIVE REQUIREMENTS

In terms of section 46(1)(a) a municipality must prepare for each financial year a performance report reflecting the municipality's and any service provider's performance during the financial year, including comparison with targets of and with performance in the previous financial year. The report must, furthermore, indicate the development and service delivery priorities and the performance targets set by the municipality for the following financial year and measures that were or are to be taken to improve performance.



### III) STRATEGIC PERFORMANCE

Strategic performance indicates how well the municipality is meeting its objectives and which policies and processes are working. All government institutions must report on strategic performance to ensure that service delivery is efficient, effective and economical. Municipalities must develop strategic plans and allocate resources for the implementation. The implementation must be monitored on an on-going basis and the results must be reported on during the financial year to various role-players to enable them to timeously implement corrective measures where required.

This report highlight the strategic performance in terms of the municipality's Top Layer Service Delivery Budget Implementation Plan (SDBIP), high level performance in terms of the National Key Performance Areas, performance on the National Key Performance Indicators prescribed in terms of section 43 of the Municipal Systems Act, 2000 and an overall summary of performance on a functional level.

### IV) PERFORMANCE SYSTEM FOLLOWED FOR THE FINANCIAL YEAR 2011/12

#### ADOPTION OF A PERFORMANCE MANAGEMENT FRAMEWORK

The municipality adopted a performance management framework that was approved by Council on 05 September 2011. However, during August 2012 the municipality started a process to review this framework. A draft revised framework will be presented to Council in 28 August 2012 after which a community participation process will be followed.

#### THE IDP AND THE BUDGET

The IDP was reviewed for 2011/12 and the budget for 2011/12 was approved by Council on 31 May 2011. The IDP process and the performance management process are integrated. The IDP fulfils the planning stage of performance management. Performance management in turn, fulfils the implementation management, monitoring and evaluation of the IDP.

The strategy map below illustrates the strategic link of the focus areas of the municipality with the National Key Performance Areas. The National Key Performance Areas is aligned with the strategic objectives that were identified in the 2011/12 reviewed IDP. The strategic objectives are linked to the outcomes for 2011/12.





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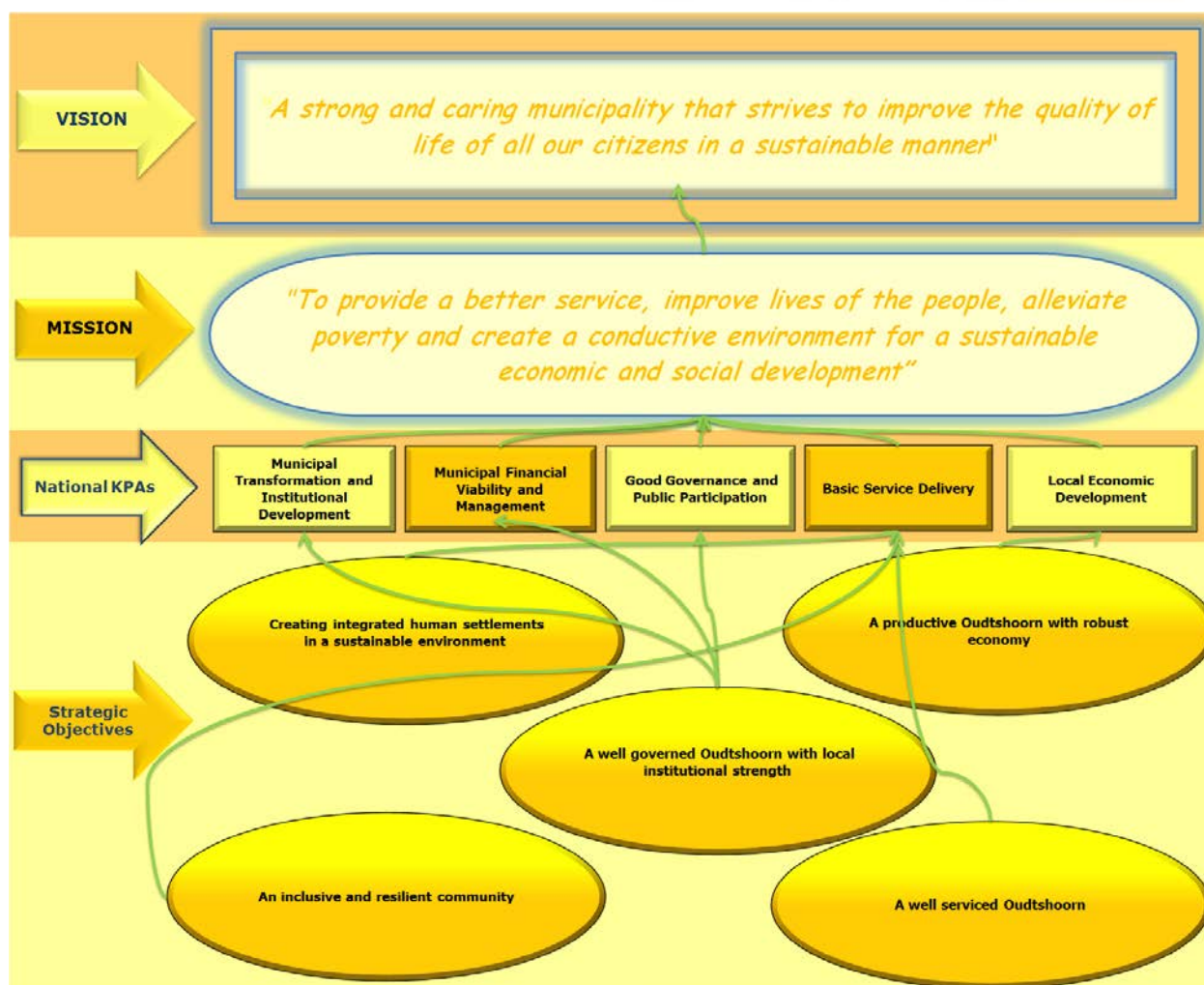


Figure 1 Strategy Map

## THE SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN

The organisational performance is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and through the service delivery budget implementation plan (SDBIP) at directorate and departmental levels.

The SDBIP is a plan that converts the IDP and budget into measurable criteria on how, where and when the strategies, objectives and normal business process of the municipality is implemented. It also allocates responsibility to directorates to deliver the services in terms of the IDP and budget.

The MFMA Circular No.13 prescribes that:

- The IDP and budget must be aligned
- The budget must address the strategic priorities
- The SDBIP should indicate what the municipality is going to do during next 12 months
- The SDBIP should form the basis for measuring the performance against goals set during the budget /IDP processes.



The SDBIP were prepared as described in the paragraphs below and the Top Layer SDBIP approved by the Executive Mayor on 26 June 2011.

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## THE MUNICIPAL SCORECARD (TOP LAYER SDBIP)

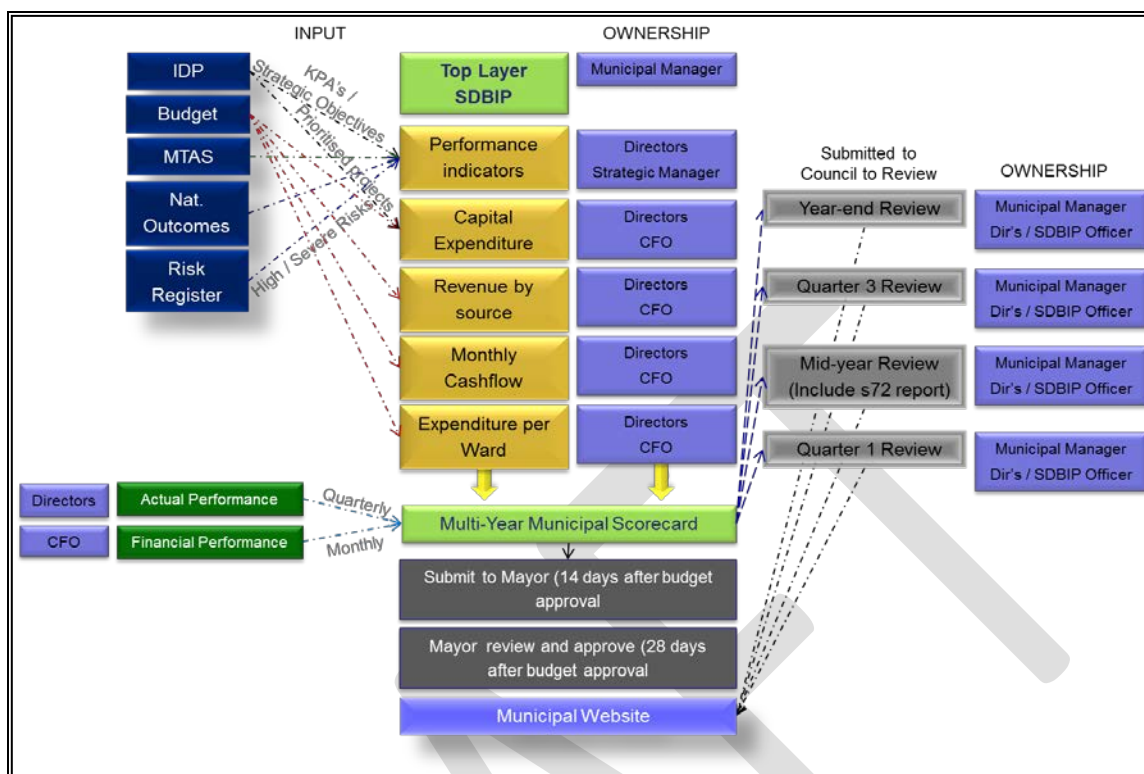
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The municipal scorecard (Top Layer SDBIP) consolidate service delivery targets set by Council / senior management and provide an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities. Components of the Top Layer SDBIP include:

- **One-year** detailed plan, but should include a **three-year capital plan**
- The 5 necessary components includes:
  - Monthly projections of revenue to be collected for each source
    - Expected revenue to be collected NOT billed
  - Monthly projections of expenditure (operating and capital) and revenue for each vote
    - Section 71 format (Monthly budget statements)
  - Quarterly projections of service delivery targets and performance indicators for each vote
    - Non-financial measurable performance objectives in the form of targets and indicators
    - Output NOT input / internal management objectives
    - Level and standard of service being provided to the community
  - Ward information for expenditure and service delivery
  - Detailed capital project plan broken down by ward over three years



The following diagram illustrates the establishment, components and review of the municipal scorecard (Top Layer SDBIP):



**Figure 2 : Review of the Municipal Scorecard (Top layer SDBIP)**

Top Layer KPI's were prepared based on the following:

- Key performance indicators (KPI's) for the programs / activities identified to address the strategic objectives as documented in the IDP.
- KPI's identified during the IDP and KPI's that need to be reported to key municipal stakeholders.
- KPI's to address the required National Agenda Outcomes, priorities and minimum reporting requirements.
- The municipal turnaround strategy (MTAS)

It is important to note that the municipal manager needs to implement the necessary systems and processes to provide the POE's for reporting and auditing purposes.



## DIRECTORATE/DEPARTMENTAL SCORECARDS

The directorate and departmental scorecards (detail SDBIP) capture the performance of each defined directorate or department. Unlike the municipal scorecard, which reflects on the strategic performance of the municipality, the departmental SDBIP provide detail of each outcome for which top management are responsible for, in other words a comprehensive picture of the performance of that directorate/sub-directorate. It was compiled by **senior managers** for their **directorate** and consists of objectives, indicators and targets derived from the approved Top Layer SDBIP, the approved budget and measurable service delivery indicators related to each functional area.

The following diagram illustrates the establishment, components and review of the departmental SDBIP:

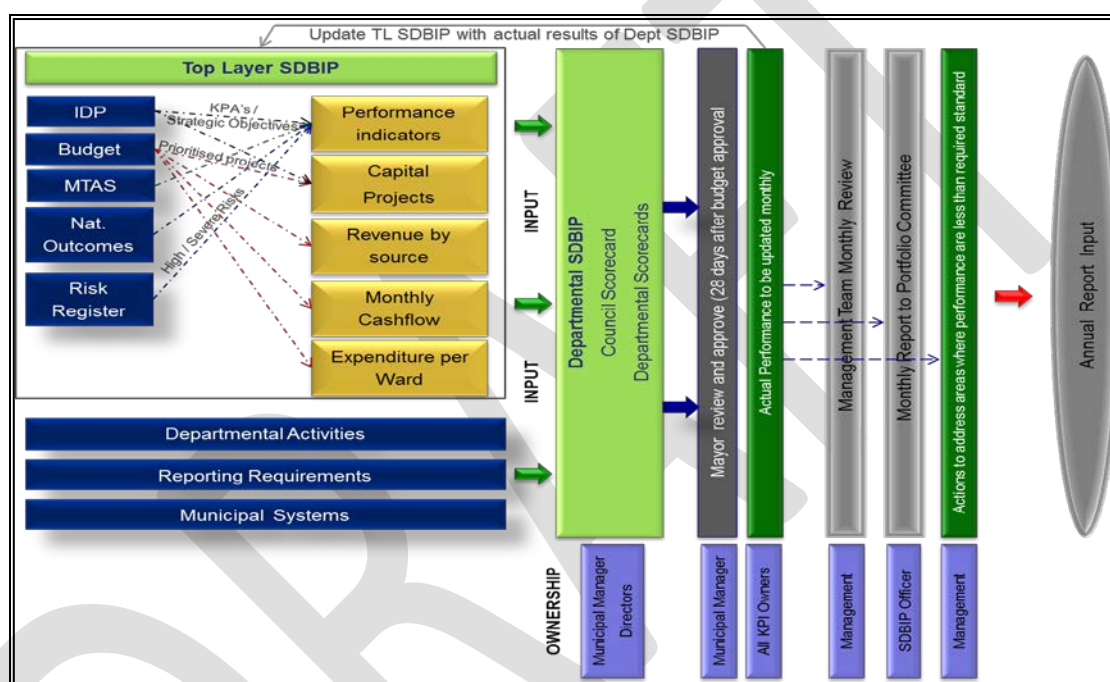


Figure 3 : Review of the Departmental SDBIP

KPI's were developed for Council, the Office of the Municipal Manager and for each Directorate. The KPI's:

- Address the TL KPI's by means of KPI's for the relevant section responsible for the KPI.
- Include the capital projects KPI's for projects. The targets are aligned with the projected monthly budget and project plans.
- Address the key departmental activities.
- Each KPI have clear monthly targets and are assigned to the person responsible for the KPI's.





## V) ORGANISATIONAL PERFORMANCE

The organisational performance is monitored and evaluated via the SDBIP and the performance process can be summarised as follows:

The Top Layer SDBIP was approved by the Mayor on 18<sup>th</sup> June 2011 and the information was loaded on an electronic web based system

The web based system sent automated e-mails to the users of the system as a reminder to all staff responsible for updating their actual performance against key performance indicator targets by the 21<sup>st</sup> of every month for the previous month's performance.

The actual results against monthly targets set, are discussed in the monthly portfolio committee meetings to determine early warning indicators and discuss corrective measures if needed.

The first quarterly report was submitted to Council on the 17<sup>th</sup> September 2011 and the second quarterly report formed part of the section 72 report in terms of the Municipal Finance management Act, which was submitted to the Mayor on 26<sup>th</sup> January 2012. The third quarter report was submitted to council on 29<sup>th</sup> June 2012.

The Quarterly SDBIP performance reports were not submitted to the Performance Audit Committee due to the committee not been functional.

Internal Audit performed a statutory compliance review which included revision of the information contained in the budget / SDBIP and reviewed IDP and reported thereon.

## VI) INDIVIDUAL PERFORMANCE

### Municipal Manager and Managers directly accountable to the Municipal Manager

The Municipal Systems Act, 2000 (Act 32 of 2000) prescribes that the municipality must enter into performance based agreements with the all s57-employees and that performance agreements must be reviewed annually. This process and the format are further regulated by Regulation 805 (August 2006). The performance agreements for the 2011/12 financial year were signed during July 2011 as prescribed for the then Municipal Manager and Directors. With the appointment of a new Municipal Manager and Directors during the time period December 2011 to January 2012 the municipality signed new agreements in February 2012 with the new appointees.

The appraisal of the actual performance in terms of the signed agreements didn't take place due to the suspension of the then Municipal Manager and some Directors. The final evaluation of the 2010/11 financial year (1 January 2011 to 30 June 2011) and the mid-year performance of 2011/12 (1 July 2011 to 31 December 2011) are scheduled to take place end of January or beginning of February 2013. This is due to the termination of the Municipal Manager's contract.



The appraisals will be done by an evaluation panel as indicated in the signed performance agreements and in terms of Regulation 805 and consisted of the following people:

- Executive Mayor
- Portfolio Chairperson
- Municipal Manager
- Chairperson of the Audit Committee
- Municipal manager from other municipality

## Other municipal personnel

The municipality is in process of implementing individual performance management to lower level staff in annual phases. It will be rolled out to all personnel reporting directly to directors in the 2012/13 financial year.

## **VII) FINANCIAL MUNICIPAL PERFORMANCE FOR THE 2010/11 FINANCIAL YEAR AND MEASURES TAKEN TO IMPROVE PERFORMANCE**

This report provides a high level overview of capital and cash flow performance. Financial performance will be reported in more detail in the Annual Report.

## **CAPITAL PROJECT PERFORMANCE**

Ref	Directorate	Project name	Planned Start Date	Actual End Date	Wards	2011/12			
						Total Financials			
						R			
						Budget	Actual	Variance	% Spent
CP114	Municipal Manager	Dysselsdorp land reform projects	01-May-12	June 2015	10	100000	100000	0	100
CP111	Municipal Manager	CDW vehicle	01-Apr-12	June 2012	All	9 190.	9 190.	0	100
CP61	Municipal Manager	Community projects: led infrastructure	01-Jul-11	No funds	All	0	0	0	0
CP110	Municipal Manager	Printers x3	26-Apr-12	June 2012	All	18 000	2 202	15798	12
CP109	Municipal Manager	Laptops x2	26-Apr-12	June 2012	All	36 000	27 790	8 210	77
CP50	Municipal Manager	Construction of sport facilities – Bridgton Sports lights	01-Aug-11	March 2012	6	500 000	22 120	477 880	4
CP49	Municipal Manager	Construction of rural sport facilities	01-Aug-11	No funds	11	500 000	9 652	490 348	2
CP44	Municipal Manager	PavilionBridgtonsport grounds	01-Sep-11	December 2012	7	3 200 000	3 196 497	3503	100
CP45	Municipal Manager	Upgrading de jager athletic track	01-Aug-11	No funds	1	0	0	0	100
CP43	Municipal Manager	Upgrading facilities	01-Jul-11	March 2013	All	13 878 531	13 924 288	-45 757	100





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Ref	Directorate	Project name	Planned Start Date	Actual End Date	Wards	2011/12			
						Total Financials			
						R			
						Budget	Actual	Variance	% Spent
CP42	Municipal Manager	Upgrading sport facilities	01-Aug-11	June 2012	All	18 265	18 265	0	100
CP48	Community Services	Swimming pool de rust	01-Sep-11	No funds	12	0	0	0	0
CP103	Community Services	Compactor(replace cg8175,cg3746,cg15064)	01-Sep-11	No funds	All	0	0	0	0
CP41	Community Services	Upgrading refuse disposal site-MIG	01-Sep-11	June 2012	All	50 000	64 477	-14477	129
CP62	Financial Services	Time and attendance phase 2	01-Aug-11	No funds	All	0	0	0	0
CP108	Technical Services	AIRCONDITIONER DIRECTOR TECHNICAL	30-Mar-12	June 2012	All	7 000	561	6 439	8
CP17	Technical Services	Basic infrastructure - VIP toilets -urban/rural	01-Sep-11	June 2013	All	100 000	0	100 000	0
CP15	Technical Services	Dysseldorp treated effluent irrigation	01-Sep-11	No funds	9; 10	0	0	0	0
CP16	Technical Services	Dysseldorp WWTP fencing & upgrading	01-Jan-12	No funds	9; 10	0	0	0	0
CP101	Technical Services	TLB	01-Jan-12	No funds	All	0	0	0	0
CP12	Technical Services	Upgrading waste treatment plant-CRR	01-Jul-11	No funds	All	0	0	0	0
CP13	Technical Services	Upgrading waste treatment plant-MIG	01-Jul-11	June 2014	All	1 300 000	1 175 380	124620	90
CP24	Technical Services	Basic infrastructure - urban/rural	01-Sep-11	August 2016	All	150 000	149 011	989	99
CP112	Technical Services	Blossoms pipeline	01-Apr-12	June 2018	All	1 000 000	675 282	324 718	68
CP18	Technical Services	Dageos well field development(borehole)	01-Jul-11	October 2014	All	1 000 000	814 482	185 518	82
CP25	Technical Services	Construction: extension of nuwebronne	01-Sep-11	No funds	All	0	0	0	0
CP22	Technical Services	Replacement of asbestos pipes/cement water pipes	01-Sep-11	June 2015	All	2 000 000.00	1 401 136	598 864	70
CP26	Technical Services	Water supply/ water tanks rural	01-Sep-11	No funds	All	0	0	0	0
CP102	Technical Services	Water tanker (5000l)	01-Feb-12	No funds	All	0	0	0	0
CP104	Technical Services	4 ton tron(replace cg 34174)	01-Nov-11	No funds	All	0	0	0	0
CP105	Technical Services	5 ton truck ( replace cg 5617)	01-Nov-11	No funds	All	0	0	0	0
CP106	Technical Services	5 ton truck( replace cg34767)	01-Nov-11	No funds	All	0	0	0	0
CP66	Technical Services	Bomag rollers	01-Jul-11	No funds	All	0	0	0	0



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Ref	Directorate	Project name	Planned Start Date	Actual End Date	Wards	2011/12			
						Total Financials			
						R			
						Budget	Actual	Variance	% Spent
CP67	Technical Services	Hydro blast machine	01-Jul-11	No funds	All	0	0	0	0
CP10	Technical Services	Paving of sidewalks	01-Jul-11	Continues	All	750 000	331 008	418992	44
CP9	Technical Services	Paving of streets	01-Jul-11	No funds	All	0	0	0	0
CP5	Technical Services	Public transport facilities	01-Jan-12	June 2013	All	2 000 000	18 631	1 981 369	0
CP3	Technical Services	Rehab roads incl council contr&retention	01-Jan-12	Continues	9; 10	650 000	617 360	32 640	95
CP8	Technical Services	Rehab streets	01-Jul-11	Continues	All	7 936 456	7 530 079	406 377	95
CP7	Technical Services	Rehab streets(reseal)	01-Jul-11	Continues	All	3 973 460	3 973 460	0	100
CP1	Technical Services	Storm water drainage	01-Jan-12	Continues	9; 10	73 158	73 158	0	100
CP39	Technical Services	Basic infrastructure - urban/rural	01-Sep-11	No funds	1; 2; 11; 12	0	0	0	0
CP32	Technical Services	Electricity networks	01-Oct-11	Continues	3	210 219	0	210 219	0
CP35	Technical Services	Electrification-new housing projects	01-Nov-11	June 2014	All	2 634 160	1 375 009	1 259 151	52
CP40	Technical Services	Streets& safety lights	01-Aug-11	Continues	All	80 000	14 193	65 807	18
CP30	Technical Services	Unieplein / GOLF SUB 22 KV	01-Sep-11	No funds	All	0	0	0	0
CP37	Technical Services	Upgrading 11 kv	01-Jan-12	No funds	All	0	0	0	0
Total:						42 174 439	35 162 719	7 011 720	83

Table 54: Capital project performance



FinancialYear	Revenue				Operating expenditure			
	Budget	Actual	Diff.	%	Budget	Actual	Diff.	%
	R'000				R'000			
2010/11	346 585	317 359	29 226	91.6	329 988	332 247	(2 259)	100.7
2011/12	378 480	369 934	8 546	97.7	380 293	377 171	3 122	99.2

Table 55: Cash flow performance

## VIII) SERVICE DELIVERY KEY MUNICIPAL PERFORMANCE FOR THE 2011/12 FINANCIAL YEAR AND MEASURES TAKEN TO IMPROVE PERFORMANCE

Strategic performance of the municipality is measured in terms of the municipality's performance on its key performance indicators set in the Top Layer SDBIP.

**Oudtshoorn Municipality**

**National KPA**

**Basic Service Delivery**

**Good Governance and Public Participation**

**Local Economic Development**

**Municipal Financial Viability and Management**

**Municipal Transformation and Institutional Development**

	Oudtshoorn Municipality	Basic Service Delivery	Good Governance and Public Participation	Local Economic Development	Municipal Financial Viability and Management	Municipal Transformation and Institutional Development
KPI Not Met	199 (34.7%)	84 (37%)	68 (36.8%)	16 (64%)	13 (16.3%)	18 (32.1%)
KPI Almost Met	66 (11.5%)	23 (10.1%)	15 (8.1%)	2 (8%)	15 (18.8%)	11 (19.6%)
KPI Met	202 (35.3%)	70 (30.8%)	66 (35.7%)	4 (16%)	46 (57.5%)	16 (28.6%)
KPI Well Met	57 (9.9%)	24 (10.6%)	27 (14.6%)	-	5 (6.3%)	1 (1.8%)
KPI Extremely Well Met	49 (8.6%)	26 (11.5%)	9 (4.9%)	3 (12%)	1 (1.3%)	10 (17.9%)
<b>Total:</b>	<b>573</b>	<b>227</b>	<b>185</b>	<b>25</b>	<b>80</b>	<b>56</b>



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*Graph 7: Overall Strategic Performance (Top layer SDBIP)*

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## ACTUAL STRATEGIC PERFORMANCE AND CORRECTIVE MEASURES THAT WILL BE IMPLEMENTED

### BASIC SERVICE DELIVERY

The National Key Performance Area Basic Service Delivery is linked to the strategic objectives: "A well serviced Oudtshoorn" and "An inclusive and resilient community" and "Creating integrated human settlements in a sustainable environment".

Ref	Pre-determined objective	KPI	Unit of Measurement	Wards	Actual performance 2010/ 11	Performance of 2011/12							
						Targets					Actual	Corrective measures for targets not achieved	
						Q1	Q2	Q3	Q4	Annual			
TL13	A well serviced Oudtshoorn	Provision of refuse removal, refuse dumps and solid waste disposal to all formal areas	No of formal HH for which refuse is removed at least once a week	All	17 040	13,080	13,080	13,080	13,080	13,080	13,080	G	n/a
TL14	A well serviced Oudtshoorn	Provision of refuse removal, refuse dumps and solid waste disposal to all informal areas	No of informal HH for which refuse is removed at least once a week	All	3 333	2,000	2,000	2,000	1,721	1,930.25	2,875	G 2	n/a
TL62	A well serviced Oudtshoorn	Graveyards is maintained measured by the % of the maintenance budget spent	% of budget spent	All	30%	20%	30%	60%	100%	100%	50%	R	Total budget spend. Not updated on the system
TL60	A well serviced Oudtshoorn	Recreational areas is maintained measured by the % of the maintenance budget spent	% of budget spent	All	30%	20%	30%	60%	100%	100%	90%	O	Strive to spend budget wisely
TL63	Creating integrated human settlements in a sustainable environment	Development of an Integrated Human Settlement Strategy	Strategy completed by June 2012	All	63%	0%	0%	0%	100%	100%	90%	O	Many projects took place under community services
TL64	Creating integrated human settlements in a sustainable environment	Provide low cost housing in Oudtshoorn and De Rust	No of houses built	All	120	0	0	0	279	279	297	G 2	n/a
TL66	A well serviced Oudtshoorn	Develop and implement a comprehensive law enforcement	Strategy completed by June 2012	All	New performance indicator for	0%	0%	0%	100%	100%	90%	O	n/a



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Ref	Pre-determined objective	KPI	Unit of Measurement	Wards	Actual performance 2010/11	Performance of 2011/12							
						Targets					Actual	Corrective measures for targets not achieved	
						Q1	Q2	Q3	Q4	Annual			
		strategy to decrease high risk violations			2011/12. No comparatives available								
TL67	A well serviced Oudtshoorn	Develop or implement a Fire Management Plan by the end of June to ensure effective fire brigade services	Plan developed by December 2011	All	100%, Plan was developed for the 10/11 financial year	0%	100%	0%	0%	100%	100%	G	n/a
TL65	A well serviced Oudtshoorn	Review the Disaster Management Plan	Plan reviewed by December 2011	All	100%	0%	100%	0%	0%	100%	100%	G	n/a
TL61	A well serviced Oudtshoorn	Municipal parks and recreational areas is provided to all HH measured by the no of HH with access to recreational areas	No of wards with access or without access to recreational areas	All	10, System was updated incorrectly, should be 13	13	13	13	13	13	13	G	n/a
TL68	Creating integrated human settlements in a sustainable environment	Provision of sport facilities	No of wards with access to sport facilities	All	13, System was updated incorrectly, should be 13	13	13	13	13	13	13	G	n/a
TL78	A well serviced Oudtshoorn	Effective waste management capital spending measured by the % of budget spent	% spent of approved waste management capital projects	All	45%	25%	50%	75%	100%	62.50%	56.25%	O	n/a
TL79	A well serviced Oudtshoorn	Maintenance of refuse removal assets	% of maintenance budget of refuse removal spent	All	44.33%	25%	50%	75%	100%	62.50%	45.75%	R	Total budget was spend. Not updated on the system
TL11	A well serviced Oudtshoorn	Provision of free basic electricity in terms of the equitable share requirements	No of HH receiving free basic electricity	All	5 200	5,200	5,200	5,200	5,200	5,200	5,200	G	n/a





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Ref	Pre-determined objective	KPI	Unit of Measurement	Wards	Actual performance 2010/11	Performance of 2011/12							
						Targets					Actual	Corrective measures for targets not achieved	
						Q1	Q2	Q3	Q4	Annual			
TL12	A well serviced Oudtshoorn	Provision of free basic electricity in terms of the equitable share requirements	Quantum (kwh pm) of free basic electricity per household	All	63.33	50	50	50	50	50	60	G 2	n/a
TL15	A well serviced Oudtshoorn	Provision of free basic refuse removal in terms of the equitable share requirements	No of HH receiving free basic refuse removal	All	5 065	5,065	5,065	5,065	5,065	5,065	5,065	G	n/a
TL16	A well serviced Oudtshoorn	Provision of free basic refuse removal in terms of the equitable share requirements	Quantum (R pm) of free basic refuse removal per month per household	All	68.97	R 60.50	R 60.50	R 60.50	R 60.50	R 60.50	R 68.97	G 2	n/a
TL7	A well serviced Oudtshoorn	Provision of free basic sanitation in terms of the equitable share requirements	No of HH receiving free basic sanitation	All	5 065	5,065	5,065	5,065	5,065	5,065	5,065	G	n/a
TL8	A well serviced Oudtshoorn	Provision of free basic sanitation in terms of the equitable share requirements	Quantum (R pm) of free basic sanitation provided per HH	All	68.97	R 60.50	R 60.50	R 60.50	R 60.50	R 60.50	R 68.97	G 2	n/a
TL3	A well serviced Oudtshoorn	Provision of free basic water in terms of the equitable share requirements	No of HH receiving free basic water	All	13 172	13,172	13,172	13,172	13,172	13,172	13,172	G	n/a
TL4	A well serviced Oudtshoorn	Quantum of free basic water per household in terms of the equitable share requirements	Quantum (kl pm) of free basic water provided per household	All	6	6	6	6	6	6	6	G	n/a
TL69	An inclusive and resilient community	Effective functioning of sport forums	No of meetings of the Greater Oudtshoorn Sport Council	All	0	1	1	1	1	4	2	R	The Chairperson of the Forum died



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Ref	Pre-determined objective	KPI	Unit of Measurement	Wards	Actual performance 2010/ 11	Performance of 2011/12							Corrective measures for targets not achieved
						Targets					Actual		
						Q1	Q2	Q3	Q4	Annual			
													during the financial year.New forumwill be elected tobe functional
TL9	A well serviced Oudtshoorn	Provision of electricity that are connected to the national grid to all formal areas	No of HH in formal areas that meet agreed service standards	All	24 233	18,155	18,155	18,155	18,155	18,155	18,200	G 2	n/a
TL10	A well serviced Oudtshoorn	Provision of electricity that are connected to the national grid to all informal areas	No of informal HH that will be provided with electricity services	All	No target were set for 10/11	0	0	0	100	100	181	B	n/a
TL5	A well serviced Oudtshoorn	Provision of sanitation systems limited to domestic waste water and sewerage disposal to formal HH	No of formal HH that have at least VIP on site	All	17 580	13,178	13,178	13,178	13,178	13,178	13,212.25	G 2	n/a
TL6	A well serviced Oudtshoorn	Provision of sanitation systems limited to domestic waste water and sewerage disposal to informal HH	No of informal HH that will be provided with sanitation services	All	70	0	0	0	20	20	90	B	n/a
TL1	A well serviced Oudtshoorn	Provision of cleaned piped water to all formal HH within 200m from the household	No of formal HH that meet agreed service standards for piped water	All	24 029	15,423	15,423	15,423	15,423	15,423	20,633.50	G 2	n/a
TL2	A well serviced Oudtshoorn	Provision of cleaned piped water to all informal HH within 200m from the household	No of informal HH that will be provided with water connections	All	170	0	0	0	30	30	30	G	n/a
TL94	A well serviced Oudtshoorn	Effective electricity capital spending measured by	% spent of approved electricity capital	All	100%	10%	30%	60%	100%	100%	0%	R	Loan was not approved



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Ref	Pre-determined objective	KPI	Unit of Measurement	Wards	Actual performance 2010/11	Performance of 2011/12							
						Targets					Actual	Corrective measures for targets not achieved	
						Q1	Q2	Q3	Q4	Annual			
		the % of budget spent	projects										
TL93	A well serviced Oudtshoorn	Effective management of electricity provisioning systems	% of electricity unaccounted for	All	20.9%	7%	7%	7%	7%	7%	1.75%	B	n/a
TL96	A well serviced Oudtshoorn	Electricity assets is maintained in terms of the maintenance budget spent	% of maintenance budget of electricity spent	All	100%	25%	50%	75%	100%	100%	75%	O	Additional funding obtained at adjustment budget
TL92	A well serviced Oudtshoorn	Electricity connections to provide electricity reticulation to new developments	No of new electricity connections	All	79	0	0	0	178	178	181	G2	n/a
TL95	A well serviced Oudtshoorn	Implement the maintenance schedules within the available budget by the end of June 2012	Number of schedules	All	12	0	0	0	5	5	17	B	n/a
TL91	A well serviced Oudtshoorn	Improvement of electricity distribution capacity	Number of projects completed for the year	All	200	0	0	0	7	7	0	R	Loan was not approved
TL82	A well serviced Oudtshoorn	Effective municipal roads capital spending measured by the % of budget spent	% spent of approved roads capital projects	All	55%	0%	0%	0%	100%	100%	60%	R	Loan was not approved
TL85	A well serviced Oudtshoorn	Maintenance of municipal roads	% of maintenance budget of municipal roads spent	All	85%	25%	50%	75%	100%	100%	90%	O	Maintenance as per requirements
TL84	A well serviced Oudtshoorn	Municipal roads is maintained measured by the kms/square meters of roads patched and resealed according to approved maintenance plan	Kms of roads patched and resealed	All	117	0	0	0	24	24	24	G	n/a



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Ref	Pre-determined objective	KPI	Unit of Measurement	Wards	Actual performance 2010/11	Performance of 2011/12							
						Targets					Actual	Corrective measures for targets not achieved	
						Q1	Q2	Q3	Q4	Annual			
TL81	A well serviced Oudtshoorn	Provision of municipal roads measured by the km of new road for previously un-serviced areas	No of kilometers	All	16	0	0	0	4	4	3	O	Loan was not approved
TL83	A well serviced Oudtshoorn	Revision of the maintenance plan maintained on the Pavement Management System for municipal roads by the end of June 2012	% revised the end of June 2012	All	0%	0%	0%	0%	100%	100%	0%	R	Loan was not approved
TL80	A well serviced Oudtshoorn	Implement the integrated transport plan in terms of the mobility strategy by the end of June 2012	% of available budget spent	All	80%	0%	20%	80%	100%	100%	80%	O	Loan was not approved
TL72	A well serviced Oudtshoorn	Effective storm water capital spending measured by the % of budget spent	% spent of approved storm water capital projects	All	0%	15%	40%	70%	100%	100%	0%	R	No funding in which to establish new infrastructure
TL73	A well serviced Oudtshoorn	Implementation of a Storm water Master Plan by the end of June	Number of projects completed for the year	All	600	0	0	0	5	5	5	G	n/a
TL75	A well serviced Oudtshoorn	Improvement of sanitation systems limited to domestic waste-water and sewerage disposal	Number of projects completed for the year	All	129	0	0	0	4	4	0	R	No projects undertaken
TL70	A well serviced Oudtshoorn	Provision of storm water management systems in built up areas to all formal HH	% of HH with	All	0%	100%	100%	100%	100%	100%	0%	R	No funding in which to establish new infrastructure
TL71	A well serviced Oudtshoorn	Provision of storm water management systems in built up areas to all informal	% of HH with	All	0%	0%	0%	0%	0%	0%	0%	N / A	No funding in which to establish new infrastructure



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Ref	Pre-determined objective	KPI	Unit of Measurement	Wards	Actual performance 2010/11	Performance of 2011/12							
						Targets					Actual	Corrective measures for targets not achieved	
						Q1	Q2	Q3	Q4	Annual			
		HH											
TL77	A well serviced Oudtshoorn	Sanitation assets is maintained in terms of the maintenance budget spent	% of maintenance budget of sanitation spent	All	75%	25%	50%	75%	100%	100%	75%	O	Maintenance as per requirements
TL74	A well serviced Oudtshoorn	Storm water assets is maintained in terms of the maintenance budget spent	% of maintenance budget of storm water spent	All	80%	25%	50%	75%	100%	100%	100%	G	n/a
TL76	A well serviced Oudtshoorn	Quality of waste water discharge measured by the % water quality level in terms of the general standards	% water quality level of waste water discharge	All	91%	60%	60%	60%	60%	60%	60%	G	n/a
TL87	A well serviced Oudtshoorn	Effective management of water provisioning systems to limit unaccounted water	% of water unaccounted for	All	41.67%	20%	20%	20%	20%	20%	20%	G	n/a
TL89	A well serviced Oudtshoorn	Effective water capital spending measured by the % of budget spent	% spent of approved water capital projects	All	100%	25%	50%	75%	100%	100%	100%	G	n/a
TL86	A well serviced Oudtshoorn	New water connections to provide for potable water supply systems	No of new water connections per annum	All	16	0	0	0	178	178	77	R	Housing projects done by external contractors
TL90	A well serviced Oudtshoorn	Water assets is maintained in terms of the maintenance budget spent	% of maintenance budget of water spent	All	75%	25%	50%	75%	100%	100%	100%	G	n/a
TL88	A well serviced Oudtshoorn	Excellent water quality measured by the quality of water as per SANS 241 criteria	% water quality level	All	Incorrectly reported in 10/11 - 129.33 %	96%	96%	96%	96%	96%	18.15%	R	Turbidity levels can only be reduced if an expensive filtration system is installed

Table 56: Top Layer SDBIP – Basic Service Delivery



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## GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The National Key Performance Area Good Governance and Public Participation is linked to the strategic objective: "A well governed Oudtshoorn with local institutional strength"

Ref	Pre-determined objective	KPI	Unit of Measurement	Wards	Actual performance 2010/ 11	Performance of 2011/12							
						Targets					Actual	Corrective measures for targets not achieved	
						Q1	Q2	Q3	Q4	Annual			
TL17	A well governed Oudtshoorn with local institutional strength	Implementation of the Employment Equity Act	The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	All	4	0	0	0	2	2	4	B	n/a
TL40	A well governed Oudtshoorn with local institutional strength	Institutional Performance management system in place and implemented up to level (No)	Implemented up to level 6	All	0	0	0	0	6	6	0	R	Management instability
TL27	A well governed Oudtshoorn with local institutional strength	The adjustment budget is approved by Council by the legislative deadline	Approval of Adjustments Budget before the end of February	All	0%	0%	0%	100%	0%	100%	0%	R	Done, was not updated onthe system
TL26	A well governed Oudtshoorn with local institutional strength	The main budget is approved by Council by the legislative deadline	Approval of Main Budget before the end of May	All	100%	0%	0%	0%	100%	100%	100%	G	n/a
TL28	A well governed Oudtshoorn with local institutional strength	The Top Layer SDBIP is approved by the Mayor within 28 days after the Main Budget has been approved	Top Layer SDBIP approved within 28 days after the Main Budget has been approved	All	0%	0%	0%	0%	100%	100%	0%	R	Municipality complied withthe legislation. Systemwas not update



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Ref	Pre-determined objective	KPI	Unit of Measurement	Wards	Actual performance 2010/ 11	Performance of 2011/12							
						Targets					Actual	Corrective measures for targets not achieved	
						Q1	Q2	Q3	Q4	Annual			
TL24	A well governed Oudtshoorn with local institutional strength	Effective functioning of council measured in terms of the number of council meetings per annum	No of council meetings per annum	All	1	1	1	1	1	4	1	R	Total council meetings 7 for theyear. Notupdated onthesys tem
TL25	A well governed Oudtshoorn with local institutional strength	Effective functioning of the committee system measured by the number of committee meetings per committee per quarter	No of sec 79 committee meetings per committee per quarter	All	0	1	1	1	1	4	0	R	Total portfolio committees. 1per month held. Not updated on thesystem
TL36	A well governed Oudtshoorn with local institutional strength	Effective functioning of ward committees to ensure consistent and regular communication with residents	No of ward committee meetings per ward per annum	All	0	1	1	1	1	4	0	R	Heldthe4 require meetings, systemwas not updated.
TL31	A well governed Oudtshoorn with local institutional strength	IDP reviewed and approved annually by the end of May	IDP approved by the end of May	All	0%	0%	0%	0%	100%	100%	0%	R	IDP approved end ofMay. Systemwas not updated
TL23	A well governed Oudtshoorn with local institutional strength	Integrated development planning measured by the alignment of the municipal spending with IDP	The percentage of a municipality' s capital budget spent on capital projects identified in the IDP	All	0%	0%	0%	0%	100%	100%	60%	R	Due to loan not approved budget could not be implemented
TL41	A well governed Oudtshoorn with local institutional strength	Annual report and oversight report of council submitted before the end of January	Approved annual report	All	0%	0%	0%	100%	0%	100%	0%	R	Late submission of AFS to Auditor-General and the delay of submission of information by the departments



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Ref	Pre-determined objective	KPI	Unit of Measurement	Wards	Actual performance 2010/ 11	Performance of 2011/12							
						Targets					Actual	Corrective measures for targets not achieved	
						Q1	Q2	Q3	Q4	Annual			
TL39	A well governed Oudtshoorn with local institutional strength	No of Section 57 performance agreements signed by the end of July	No of performance agreements signed	All	0	5	0	0	0	5	5	G	n/a
TL35	A well governed Oudtshoorn with local institutional strength	Effective communication with communities	Approved strategy by May 2012	All	0%	0%	0%	0%	100%	100%	90%	O	Communication policy completed. Must still be tabled before council in August 2012
TL29	A well governed Oudtshoorn with local institutional strength	The municipality comply with all the relevant legislation	0 findings in the audit report on non-compliance with laws and regulations	All	0	0	0	0	0	0	0	G	n/a
TL38	A well governed Oudtshoorn with local institutional strength	To determine citizen satisfaction	Citizen satisfaction survey conducted by June 2012	All	0%	0%	0%	0%	100%	100%	100%	G	n/a
TL42	A well governed Oudtshoorn with local institutional strength	Functional audit committee measured by the number of meetings per annum	No of meetings held	All	0	1	1	1	1	4	0	R	No audit committee in place
TL37	A well governed Oudtshoorn with local institutional strength	Initiatives in the anti-corruption policy is successfully implemented	Reviewed anti-corruption strategy	All	0%	0%	0%	0%	100%	100%	50%	R	Been developed by corporate services
TL43	A well governed Oudtshoorn with local institutional strength	Risk based audit plan approved by June 2012	Plan approved	All	0%	0%	0%	0%	100%	100%	0%	R	No audit committee in place
TL34	A well governed Oudtshoorn with local institutional strength	Strengthen the role of communities by facilitating ward based development plans	No of ward based development plans completed	All	0	0	0	0	13	13	13	G	n/a



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Ref	Pre-determined objective	KPI	Unit of Measurement	Wards	Actual performance 2010/ 11	Performance of 2011/12							
						Targets					Actual	Corrective measures for targets not achieved	
						Q1	Q2	Q3	Q4	Annual			
TL33	A well governed Oudtshoorn with local institutional strength	The municipality listens and talks back to its people by ensuring that the IDP is endorsed by all wards	No of ward committees endorsing the IDP	All	0	0	0	0	13	13	13	G	n/a
TL30	A well governed Oudtshoorn with local institutional strength	Spatial development plan aligned with PSDF and PGDS	Revised SDF by June 2012	All	0%	0%	10%	30%	50%	50%	60%	G 2	n/a
TL32	A well governed Oudtshoorn with local institutional strength	The IDP is comprehensive and complies with the requirements of the Systems Act	No of required sectoral plans included in the IDP	All	0	0	0	0	6	6	8	G 2	n/a

Table 57: Top Layer SDBIP – Good Governance and Public Participation



## LOCAL ECONOMIC DEVELOPMENT

The National Key Performance Area Local Economic Development is linked to the strategic objective: "A productive Oudtshoorn with robust economy"

Ref	Pre-determined objective	KPI	Unit of Measurement	Wards	Actual performance 2010/ 11	Performance of 2011/12							
						Targets					Actual		Corrective measures for targets not achieved
						Q1	Q2	Q3	Q4	Annual			
TL49	A productive Oudtshoorn with robust economy	Implement initiatives in terms of the approved strategy	No of workshop for SMME develop-ment	All	0	1	1	1	1	4	0	R	1 workshop held. Needto secure external funding for this project
TL48	A productive Oudtshoorn with robust economy	Local Economic Development is driven by a strategy	LED strategy reviewed by June 2012	All	0%	0%	0%	0%	100%	100%	100%	G	n/a
TL50	A productive Oudtshoorn with robust economy	Value of contracts assigned to SMME's to enhance economic development	Value of contracts assigned	All	R 0	R 100,000	R 200,000	R 300,000	R 500,000	R 1,100,000	R 1,000,000	O	Less than expected services outsourced
TL19	A productive Oudtshoorn with robust economy	The number of jobs created through municipality's local economic development initiatives including capital projects	Number of jobs opportunitie s created	All	2,319	0	0	0	850	850	7,470	B	n/a

Table 58: Top Layer SDBIP – Local Economic Development



## MUNICIPAL FINANCIAL VIABILITY MANAGEMENT

The National Key Performance Area Municipal Financial Viability and Management is linked to the strategic objective: "A well governed Oudtshoorn with local institutional strength"

Ref	Pre-determined objective	KPI	Unit of Measurement	Wards	Actual performance 2010/11	Performance of 2011/12							
						Targets					Actual	Corrective measures for targets not achieved	
						Q1	Q2	Q3	Q4	Annual			
TL22	A well governed Oudtshoorn with local institutional strength	Financial viability measured in terms of the available cash to cover fixed operating expenditure	Cost coverage ((Available cash+ investments) / Monthly fixed operating expenditure	All	Incorrect updated in 10/11 - 100%	0%	0%	0%	3.75%	3.75%	0%	R	Can only calculated when AFS is finalised
TL20	A well governed Oudtshoorn with local institutional strength	Financial viability measured in terms of the municipality's ability to meet its service debt obligations	Debt coverage ((Total operating revenue- operating grants received)/debt service payments due within the year)	All	Incorrect updated in 10/11 - 100%	0%	0%	0%	8%	8%	0%	R	Can only calculated when AFS is finalised
TL21	A well governed Oudtshoorn with local institutional strength	Financial viability measured in terms of the outstanding service debtors	Service debtors to revenue – (Total outstanding service debtors/ revenue received for services)	All	Incorrect updated in 10/11 - 100%	0%	0%	0%	90%	90%	99.60%	G 2	n/a
TL53	A well serviced Oudtshoorn	Updated indigent register for the provision of free basic services	Updated indigent register monthly	All	100%	100%	100%	100%	100%	100%	75%	O	Been update daily. Not been updated on the system
TL55	A well governed Oudtshoorn with local institutional strength	Approved financial statements submitted by 31 August	Approved financial statements submitted	All	0%	0%	0%	0%	100%	100%	0%	R	Due to lack of capacity ,the 2010/2011 financial statements were submitted on 28 February 2012
TL51	A well governed Oudtshoorn with local institutional strength	Compliance with GRAP 16, 17 & 102 to ensure effective asset management	0 findings in the audit report on non-compliance	All	0	0	0	0	0	0	0	G	n/a





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Ref	Pre-determined objective	KPI	Unit of Measurement	Wards	Actual performance 2010/11	Performance of 2011/12							
						Targets					Actual	Corrective measures for targets not achieved	
						Q1	Q2	Q3	Q4	Annual			
TL58	A well governed Oudtshoorn with local institutional strength	Compliance with the SCM Act measured by the limitation of successful appeals against the municipality	0 successful appeals	All	0	0	0	0	0	0	0	G	n/a
TL59	A well governed Oudtshoorn with local institutional strength	Effective and efficient property valuations	% of successful disputes	All	0%	0%	0%	0%	0%	0%	0%	G	n/a
TL52	A well governed Oudtshoorn with local institutional strength	Improved revenue collection	% Debt recovery rate	All	85%	90%	90%	90%	90%	90%	86.68%	O	Can only calculated when AFS is finalised
TL56	A well governed Oudtshoorn with local institutional strength	Improvement in capital conditional grant spending measured by the % spent	% of the grant spent	All	60.56%	20%	30%	60%	100%	100%	100%	G	n/a
TL57	A well governed Oudtshoorn with local institutional strength	Improvement in operational conditional grant spending measured by the % spent	% of the grant spent	All	91%	20%	30%	60%	100%	100%	100%	G	n/a
TL54	A well governed Oudtshoorn with local institutional strength	No of Root causes of issues raised by AG in AG report of the previous financial year addressed to promote a clean audit	% of Root causes addressed	All	36%	10%	20%	30%	50%	50%	60%	G 2	n/a

Table 59: Top Layer SDBIP – Municipal Financial Viability Management



## **MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT**

The National Key Performance Area Municipal Transformation and Institutional Development is linked to the strategic objective:

*"A well governed Oudtshoorn with local institutional strength"*

Ref	Pre-determined objective	KPI	Unit of Measure-ment	Wards	Actual performance 2010/ 11	Performance of 2011/12							
						Targets					Actual	Corrective measures for targets not achieved	
						Q1	Q2	Q3	Q4	Annua-l			
TL18	A well governed Oudtshoorn with local institutional strength	Targeted skills development measured by the implementation of the workplace skills plan	% of the budget spent on implementation of the WSP	All	150%	0%	0%	0%	1%	1%	1%	G	n/a
TL45	A well governed Oudtshoorn with local institutional strength	Effective labour relations by facilitating regular LLF meetings per annum	No of meetings of the LLF per annum	All	2	2	1	1	2	6	6	G	n/a
TL46	A well governed Oudtshoorn with local institutional strength	Revise identified HR policies by the end of June to ensure compliant and up to date HR policies	No of policies revised	All	0	0	1	0	1	2	1	R	In process to revise policies through LLF
TL44	A well governed Oudtshoorn with local institutional strength	Creation of an effective institution with sustainable capacity	% Vacancy level as % of approved organogram	All	10%	15%	15%	15%	15%	15%	7.50%	B	n/a
TL47	A well governed Oudtshoorn with local institutional strength	Implementation of skills development plan with targeted skills development	No of personnel actually trained/ No of personnel identified for training (%)	All	12%	0%	0%	0%	50%	50%	10%	R	60%of personnel trained. Systemwas not updated

**Table 60: Top Layer SDBIP – Municipal Transformation and Institutional Development**



## B) PERFORMANCE OF THE NATIONAL PERFORMANCE INDICATORS

The following tables indicate the municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of the MSA. These key performance indicators are linked to the National Key Performance Areas.

### MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

KPA& INDICATOR	MUNICIPAL ACHIEVEMENT	MUNICIPAL ACHIEVEMENT
	2010/11	2011/12
The number of people from <b>employment equity</b> target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	1	1
The percentage of a municipality's budget actually spent on implementing its workplace skills plan	0.5	0.9

Table 61: *Municipal Transformation and Institutional Development*

### BASIC SERVICE DELIVERY AND LOCAL ECONOMIC DEVELOPMENT

KPA& INDICATOR	MUNICIPAL ACHIEVEMENT	MUNICIPAL ACHIEVEMENT
	2010/11	2011/12
Social rebate earnings amount per household per month	2 500	3000
The percentage of households earning less than R1 100 per month with access to free basic services	100	100
The percentage of households with access to basic level of water	100	100
The percentage of households with access to basic level of sanitation	100	100
The percentage of households with access to basic level of electricity	89	90
The percentage of households with access to basic level of solid waste removal	100	100

Table 62: *Basic Service Delivery and Local Economic Development*

### LOCAL ECONOMIC DEVELOPMENT

KPA& INDICATOR	MUNICIPAL ACHIEVEMENT	MUNICIPAL ACHIEVEMENT
	2010/11	2011/12
The number of <b>jobs created</b> through municipality's local economic development initiatives including capital projects	6 819Man hours	2 815 Labour Days

Table 63: *Local Economic Development*



## MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

KPA& INDICATOR	MUNICIPAL ACHIEVEMENT	MUNICIPAL ACHIEVEMENT
	2010/11	2011/12
Debt coverage ((Total operating revenue-operating grants received)/debt service payments due within the year)	26.67	30.54
Service debtors to revenue – (Total outstanding service debtors/ revenue received for services)	34	30.4
Cost coverage ((Available cash+ investments)/ Monthly fixed operating expenditure	4.47	1.26

Table 64: Municipal Financial Viability and Management

## GOOD GOVERNANCE AND PUBLIC PARTICIPATION

KPA& INDICATOR	MUNICIPAL ACHIEVEMENT	MUNICIPAL ACHIEVEMENT
	2010/11	2011/12
The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	60.39%	83%

Table 65: Good governance and public participation



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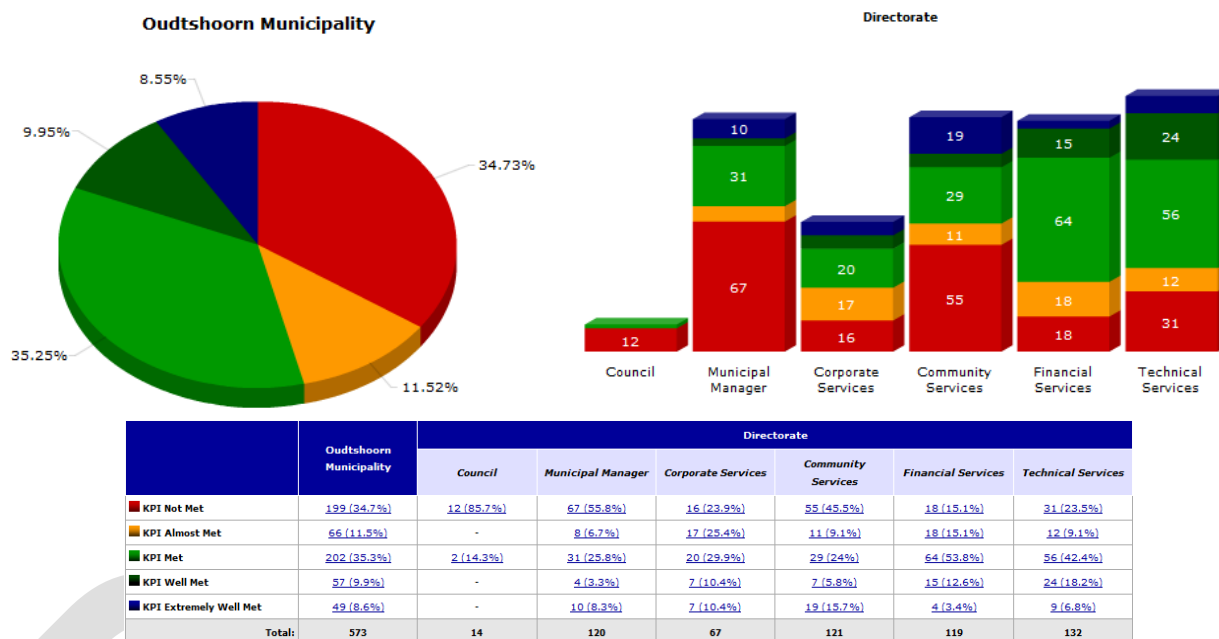
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## C) FUNCTIONAL PERFORMANCE

The directorate and departmental scorecards (detail SDBIP) capture the performance of each defined directorate or department. Unlike the municipal scorecard, which reflects on the strategic performance of the municipality, the departmental SDBIP provide detail of each outcome for which top management are responsible for, in other words a comprehensive picture of the performance of that directorate/sub-directorate.

### OVERALL PERFORMANCE PER DIRECTORATE



Graph 8: Overall Functional Performance (Departmental SDBIP)



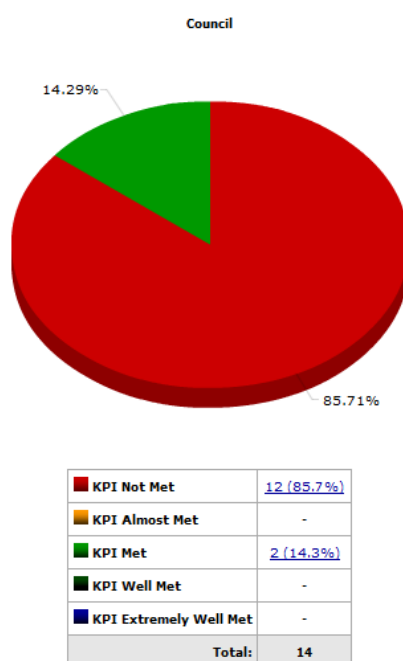
## HIGH LEVEL PERFORMANCE PER DEPARTMENT

### COUNCIL

Council consists of the following divisions:

- Council

## PERFORMANCE OF THE VARIOUS SUB-DIRECTORATES WITHIN COUNCIL



Graph 9: SDBIP Performance: Council



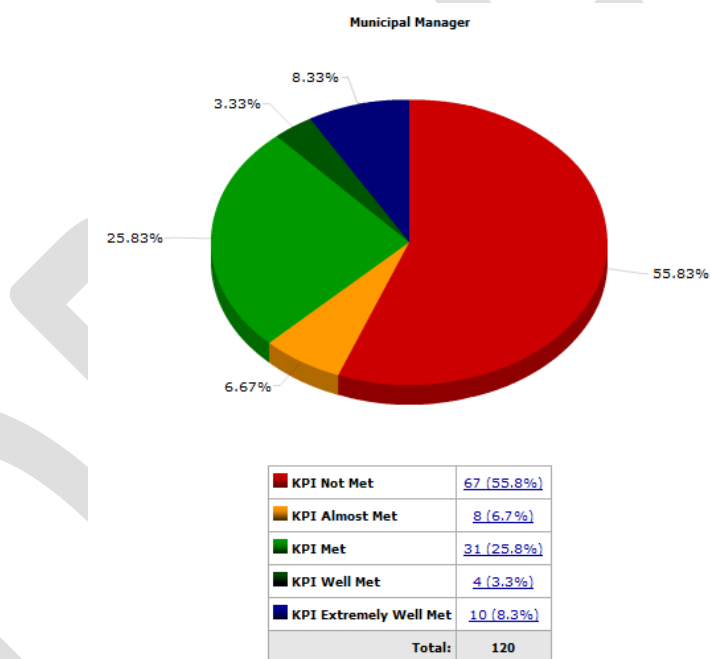


## OFFICE OF THE MUNICIPAL MANAGER

Office of the Municipal Manager consists of the following divisions:

- Municipal Manager
- LED
- Special Programmes
- IDP
- Communication
- Performance Management
- Internal Audit
- Cango

## PERFORMANCE OF THE VARIOUS SUB-DIRECTORATES WITHIN OFFICE OF THE MUNICIPAL MANAGER



Graph 10: SDBIP Performance: Office of the Municipal Manager

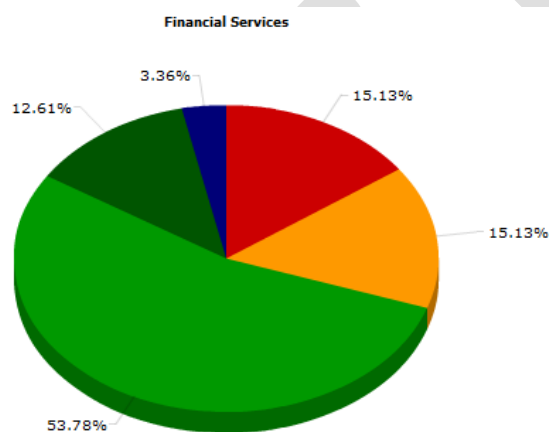


## FINANCIAL SERVICES

Financial Services consists of the following divisions:

- Director: Financial Services
- Financial Management and Support Services
- Expenditure
- Income
- IT

## PERFORMANCE OF THE VARIOUS SUB-DIRECTORATES WITHIN FINANCIAL SERVICES



KPI Not Met	18 (15.1%)
KPI Almost Met	18 (15.1%)
KPI Met	64 (53.8%)
KPI Well Met	15 (12.6%)
KPI Extremely Well Met	4 (3.4%)
Total:	119

Graph 11: SDBIP: Financial Services

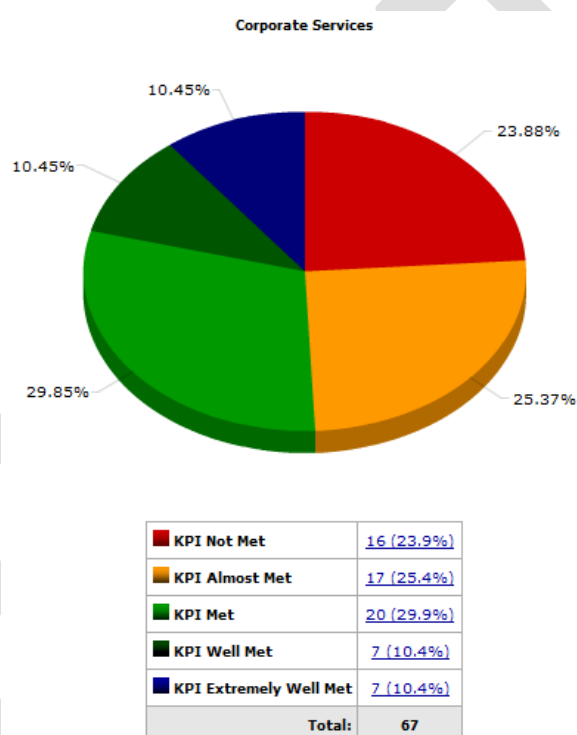


## CORPORATE SERVICES

Corporate Services consists of the following divisions:

- Director: Corporate Services
- Administration and Council Support Services
- Human Resources
- Legal and Contract Services

## PERFORMANCE OF THE VARIOUS SUB-DIRECTORATES WITHIN CORPORATE SERVICES



Graph 12: SDBIP: Corporate Services

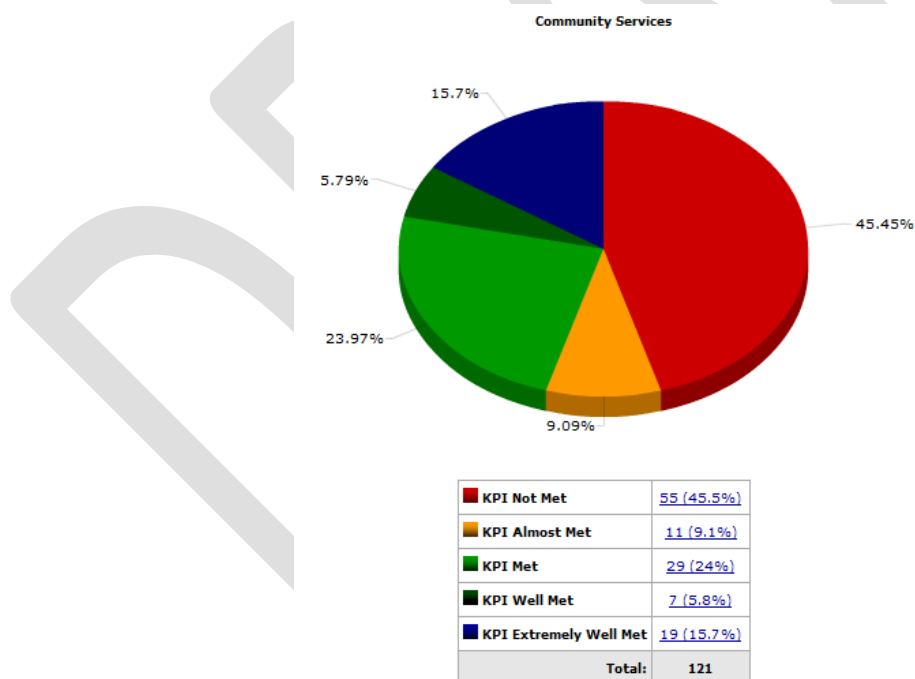


## COMMUNITY SERVICES

Community Services consists of the following divisions:

- Director: Community Services
- Town Planning
- Housing
- Libraries
- Protection Services: Disaster Management
- Protection Services: Fire Services
- Protection Services: Law Enforcement
- Traffic and Licensing
- Cemeteries
- Parks, Resorts and Recreation
- Community Halls
- Cleansing Services

## PERFORMANCE OF THE VARIOUS SUB-DIRECTORATES WITHIN COMMUNITY SERVICES



Graph 13: SDBIP: Community Services

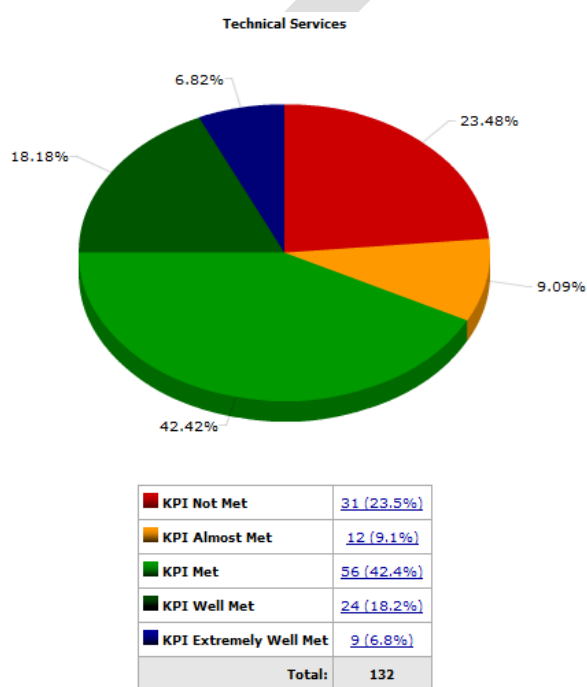


## TECHNICAL SERVICES

Technical Services consists of the following divisions:

- Director: Technical Services
- Water and Sewerage
- Streets and Stormwater
- Electro Technical
- Fleet Management
- Project Management

## PERFORMANCE OF THE VARIOUS SUB-DIRECTORATES WITHIN TECHNICAL SERVICES



Graph 14: SDBIP: Technical Services



## IX) SERVICE PROVIDER PERFORMANCE FOR THE 2011/12 FINANCIAL YEAR AND MEASURES TAKEN TO IMPROVE PERFORMANCE

Section 76(b) of the MSA states that KPIs should inform the indicators set for every municipal entity and service provider with whom the municipality has entered into a service delivery agreement. A service provider:

- means a person or institution or any combination of persons and institutions which provide to or for the benefit of the local community
- External service provider means an external mechanism referred to in section 76(b) which provides a municipal service for a municipality
- Service delivery agreement means an agreement between a municipality and an institution or person mentioned in section 76(b) in terms of which a municipal service is provided by that institution or person, either for its own account or on behalf of the municipality

During the year under review the municipality did not appoint any service providers who provided municipal services to or for the benefit of the local community on behalf of the municipality and therefore this report contains no such details. All other contract appointments are regularly monitored and ensured, that the requirements of the contract is complied with.

## X) SERVICE DELIVERY PRIORITIES AND THE PERFORMANCE TARGETS SET FOR 2012/13

The main development and service delivery priorities for 2012/13 forms part of the Municipality's top layer SDBIP for 2012/13 and are indicated in the table below:

### A PRODUCTIVE & ROBUST RURAL ECONOMY

KPI	Unit of Measurement	Wards	Annual Target
Develop a Rural Economic Strategy as part of the LED strategy and submit draft to council by end March 2013	Draft submitted by end March 2013	All	100%
Develop an Economic Investment strategy as part of the LED strategy and submit draft to council by end March 2013	Draft submitted by end March 2013	All	100%
Review the Local Economic Development (LED) strategy that include action plan with short and long term actions and submit draft to council by 30 June 2013	Draft submitted by end June 2013	All	100%
Develop a Tourism Sector Plan as part of the LED strategy and submit draft to council by end March 2013	Draft submitted by end March 2013	All	100%

Table 66: Services Delivery Priorities for 2012/13 -A productive & robust rural economy





## DEVELOP HUMAN CAPACITY THROUGH INVESTMENT IN SKILLS

KPI	Unit of Measurement	Wards	Annual Target
Skills development	% Of personnel budget use for skills development	All	1%
The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	% In line with provincial population statistics	All	80%
Develop an induction programme by the end of December	Developed by the end of December	All	1
Review the Bursary policy by the end of September	Reviewed by the end of September	All	1
Review the Workplace Skills Plan by the end of March	Reviewed by the end of March	All	1
Develop a compliance register that includes all legislative requirements by the end of September	Developed by the end of September	All	1
Review the organogram and submit to the Local Labour Forum by end June 2013	% completed	All	100%

**Table 67: Services Delivery Priorities for 2012/13 -Develop human capacity through investment in skills**

## INCLUSIVE & RESILIENT COMMUNITY THAT INVEST IN SOCIAL COHESION

KPI	Unit of Measurement	Wards	Annual Target
Provision of refuse removal, refuse dumps and solid waste disposal to all formal areas	Number of formal households for which refuse is removed at least once a week	All	13 080
Provision of refuse removal, refuse dumps and solid waste disposal to all informal areas	Number of informal households for which refuse is removed at least once a week	All	2 000
Identify suitable land and do a basic assessment process for a new cemetery in Oudtshoorn by end June	% Completed	All	100%
Develop an air quality management plan by the end of March	Developed by the end of March	All	100%
Increase the capacity of fire services	Number of staff appointed	All	8
Annual review and submission of the Disaster Management Plan for assessment by the District	% Completed	All	1
Implement AARTO	Number of MOU's signed	All	2
Implement awareness campaigns of AARTO	Number of campaigns	All	3
Implement Law Enforcement initiatives to decrease incidents affecting traffic safety	Number of road blocks	All	48
Implement road safety awareness education for the community	Number of sessions	All	16
Optimal collection of fines issued for the financial year	% Of fines collected	All	40%
Participate in annual Safely Home Programme	Number of joint operations	All	2
Develop new parks and open spaces by the end of June	Number of projects	All	3
Draft a resort management plan for each resort by the end of June	Number of plans	All	2



KPI	Unit of Measurement	Wards	Annual Target
Upgrade the existing public swimming pools	Number of swimming pools upgraded	All	5
Develop a waste minimisation strategy by the end of June 2013	Developed by the end of June	All	100%
Develop a programme to enhance race relations and submit to council for approval by end December 2012	Draft submitted by end December 2012	All	100%
Implement initiatives as in the approved programme to enhance race relations	Number of initiatives per annum	All	1
Implement the Youth Development Programme	Number of initiatives per annum	All	12
Implement the bursary programme	No of student supported	All	50
Establish a drug rehabilitation centre by 30 June 2013	Established by 30 June 2013	All	100%
Implement approved HIV/Aids programme	Number of initiatives per annum	All	12
Implement Health awareness initiatives	Number of initiatives per annum	All	1
Host a sport festival by end June 2013	Hosted by end June 2013	All	100%
Complete the Early Childhood centre in De rust	% completed	All	100%
Implement the Early Childhood support programme	Number of initiatives per annum	All	4
Construction of Bridgton pavilion	% completed	4	100%
Construction of turf nets-Bridgton	% completed	4	100%
Establish a nutritional centre in each ward	Number of centres established	All	13
Implement community sport programmes	Number of initiatives per annum	All	12
Upgrading of cloakrooms Bongoletu	% completed	4	100%
Review the Integrated Waste Management Plan by the end of June 2013	Developed by the end of June	All	100%

**Table 68: Services Delivery Priorities for 2012/13 -Inclusive & resilient community that invest in social cohesion**



## INTEGRATED HUMAN SETTLEMENTS THROUGH SPATIAL DEVELOPMENT

KPI	Unit of Measurement	Wards	Annual Target
Develop an Integrated Human Settlement Strategy by the end of June	Strategy completed by June 2013	All	1
Implement basic services for new houses	Number of houses	All	161
Provide low cost housing in De Rust (161 Units) Top structure	Number of houses	All	161
Provide low cost housing in Kairos (27 Units) Top structure	Number of houses	All	27
Review and update the municipal spatial development framework and plan by the end of March as outlined in Vision 2030	Reviewed by the end of March	All	100%
Review the zoning scheme regulation by the end of June	Reviewed by the end of June	All	100%

Table 69: Services Delivery Priorities for 2012/13 - Integrated human settlements through spatial development



## INVESTMENT IN INFRASTRUCTURE AND BASIC SERVICES

KPI	Unit of Measurement	Wards	Annual Target
Conclude new lease agreements for the fleet by the end of December 2012	Number of agreements	All	21
Replace and upgrade the fleet with approved capital projects for the financial year	Number of vehicles	All	4
Complete a feasibility study on possible energy saving initiatives by the end of March 2013	Report submitted	All	1
Complete projects to upgrade the electricity distribution network to cater for new growth	Number of projects	All	2
Limit electricity losses to less than 11%	% of electricity unaccounted for	All	11%
Maintenance based capital projects on electricity distribution network within approved budget completed for the financial year	Number of projects	All	14
Planned electricity repairs and maintenance within the maintenance budget approved	% of maintenance budget spent	All	98%
Provide new electricity connections for Kanaal (Bong) housing project	Number of connections	9	100
Replace redundant electricity meters as part of demand management	Number of meters replaced	All	480
Replace street lights in Dassieweg from Sprinkbokweg to Thabo Mbeki (community request) by the end of December 2012	Number of lights replaced	13	60
Construction of new public transport projects in terms of the Integrated Transport Plan and community needs by the end of June 2013	Number of projects	All	1
Create temporary job opportunities in terms of EPWP for the financial year	Number of person days created	All	36000
New roads kerbed with approved capital projects for the financial year	Number of square meters	All	4000
Surfaced roads resurfaced/rehabilitated with approved capital projects for the financial year	Number of kilometers	All	15
Upgrade municipal roads from gravel to paved roads with approved capital projects for the financial year	Number of square meters	All	10000
Complete the construction of the sport pavilion at Bridgton	% completed	4	100%
Upgrade cloak room in Bongeletu	% completed	8	100%
Submit waste water licence applications for approval by the end of December 2012	Number of applications	All	3
Upgrade of existing waste water purification works with approved capital projects for completion by the end of June 2014	% completed	All	50%
Limit unaccounted water to less than 20%	% of water unaccounted for	All	20%
Maintain water quality as per SANS 241 physical and micro parameters	% water quality level	All	90%
Replace and/or upgrade existing and/or ageing water	Number of meters	All	80



KPI	Unit of Measurement	Wards	Annual Target
meters to minimise water losses			
Revise the approved and updated Water Services Development Plan by the end of March 2013	Annually	All	1
Water assets is maintained within the approved maintenance budget for the financial year	% of maintenance budget of water spent	All	90%

**Table 70: Services Delivery Priorities for 2012/13 - Investment in Infrastructure and basic services**

## WELL GOVERNED TOWN WITH LOCAL INSTITUTIONAL STRENGTH

KPI	Unit of Measurement	Wards	Annual Target
Vacancy rate according to the budget	Less than 5%	All	15%
Develop a register for all agreements and contracts by the end of September	Developed by the end of September	All	1
Review all current and new contracts within the municipality by the end of October	% Of all contracts reviewed	All	100%
Develop Councillors development programme by the end of October	Developed by the end of October	All	1
Implement Councillors development programme	Number of programmes implemented	All	1
Develop a register for all policies by the end of September	Developed by the end of September	All	1
Develop a register for Council resolutions by the end of September	Developed by the end of September	All	1
Develop a wellness strategy by the end of September	Developed by the end of September	All	1
Implement the organisational structure according to the approved budget	% Completed	All	100%
Implement wellness programmes to improve the productivity in the workforce	Number of programmes	All	4
Report monthly on the progress on collaborator	Number of reports	All	12
Review the Occupational Health and Safety policy by the end of March	Reviewed by the end of March	All	1
Provide 6kl free basic water per month to all households	Number of HH receiving free basic water	All	14000
Provide 70kwh free basic electricity per month per indigent household in terms of the equitable share requirements	Number of HH receiving free basic electricity	All	5300
Provide free basic refuse removal to indigent households in terms of the equitable share requirements	Number of HH receiving free basic refuse removal	All	5300
Provide free basic sanitation to indigent households in terms of the equitable share requirements	Number of HH receiving free basic sanitation	All	5300
Achieve payment percentage of at least 97%	Payment %	All	97%
Complete Supplementary Valuation Roll for implementation in March 2013	Number of valuations	All	1
Decrease the outstanding debtors older than 120 days for the financial year by a minimum of R5'000'000 compared to the previous financial year	R-value total decrease compared to the previous financial year	All	R5000000
Develop a long term Finance and Investment Strategy by	Strategy developed	All	100%





# **OUTSHOORN**

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KPI	Unit of Measurement	Wards	Annual Target
the end of March 2013			
Financial viability measured in terms of the available cash to cover fixed operating expenditure ((Available cash+ investments)/ Monthly fixed operating expenditure)	Ratio achieved	All	1.4
Financial viability measured in terms of the municipality's ability to meet its service debt obligations ((Total operating revenue-operating grants received)/debt service payments due within the year) (%)	% achieved	All	18.50%
Financial viability measured in terms of the outstanding service debtors (Total outstanding service debtors/ revenue received for services)	Ratio achieved	All	21.8
Implement revenue enhancement strategies of Council to decrease the backlog of outstanding debtors	Number of initiatives per year	All	4
Increase the capacity of the Revenue department to collect the backlog of outstanding debtors	Number of appointments	All	3
Indigent awareness campaign completed by the end of March 2013	Number of campaigns	All	1
Review all legislative required budget implementation policies by the end of March	Number of policies	All	9
Submit financial statements in terms of the MFMA by 31 August	Statements submitted	All	1
Submit the consolidated financial statements in terms of the MFMA by 30 September	Statements submitted	All	1
Submit the financial statements for the Cango Caves in terms of the MFMA by 31 August	Statements submitted	All	1
Finalise the performance management framework and submit to council by end September 2012	% completed	All	100%
Implement an individual performance management system to all managers directly reporting to directors by end June 2013	% completed	All	100%
Compile the Risk based audit plan and submit to Audit committee for approval by end September 2012	Plan submitted by end September 2012	All	100%
Completed a municipal risk assessment by end March 2013	% completed	All	100%
Develop a fraud prevention plan by end March 2013	% completed	All	100%
Develop a risk mitigation strategy by end June 2013	% completed	All	100%
Develop an anti corruption strategy and submit to council by end March 2013	% completed	All	100%
Implement the Risk based audit plan and complete at least 85% of planned audits by end June 2013	% of planned audits completed	All	85%
Review the performance of the municipality and submit quarterly reports to council to identify early warning signs and implement corrective measures	Number of performance reports submitted to council	All	4
Develop and issue quarterly external newsletters	Number of newsletters distributed	All	4
Develop the IDP process plan IDP that includes a performance management and budget process plan and submit to council by end August 2012	% completed	All	100%





KPI	Unit of Measurement	Wards	Annual Target
Development all inclusive municipal events calendar and submit to council for approval by end September 2012	% completed	All	100%
Development a corporate identify and branding strategy and submit to council for approval by end March 2013	% completed	All	100%
Revise the communication strategy and submit to council for approval by end June 2013	% completed	All	100%

**Table 71: Basic Service Delivery Priorities for 2012/13 - Well governed town with local Institutional strength**

## **XI) SERVICE PROVIDER PERFORMANCE FOR 2011/12**

Section 76(b) of the MSA states that KPIs should inform the indicators set for every municipal entity and service provider with whom the municipality has entered into a service delivery agreement. A service provider:

- means a person or institution or any combination of persons and institutions which provide to or for the benefit of the local community
- External service provider means an external mechanism referred to in section 76(b) which provides a municipal service for a municipality
- Service delivery agreement means an agreement between a municipality and an institution or person mentioned in section 76(b) in terms of which a municipal service is provided by that institution or person, either for its own account or on behalf of the municipality

During the year under review the municipality did not appoint any service providers who provided municipal services to or for the benefit of the local community on behalf of the municipality and therefore this report contains no such details. All other contract appointments are regularly monitored and ensured, that the requirements of the contract is complied with.



## XII) PERFORMANCE HIGHLIGHTS PER DIRECTORATE/FUNCTIONAL AREA

Directorate/ Functional area	Sub Directorate	Highlights
<b>Office of the Municipal Manager</b>	Communication	Responded effectively to all media inquiries within the time as outlined in policy
		Developed quarterly municipal newsletters
		Update municipal website with all relevant information and service delivery initiatives
	Internal Audit	To complete annual audit programs within approved time frames
		To add value and mitigate overall risks
	IDP	Compliant with IDP processes as per the legislation requirement.
		Ward based planning approach.
	LED	Establishment of Local Tourism Bureau
		Establish Entrepreneurial support fund for SMME's
		Support crafters through the KKNK
		Appointed 20 LED Interns as part of capacity development
	Performance Management	Improving in submitting AFS and performance report to the A.G.
		Improving in section 72 report to Provincial Treasury.
		Improving in implementation of the SDBIP and Quarterly report to Provincial Treasury.
	Special Programmes	Established 12 nutritional centers as part of pro-poor strategy
		Hosting of spelling-bee program for primary and secondary schools
		Hosted sports festival
<b>Corporate Services</b>	Administration and Council support services	Have the intension to fully implement the Collaborator
		Distribution of agendas
		Correct/Accurate taking of Minutes
		Quick correspondence to Councillors
<b>Community Services</b>	Cemeteries	Establishment of the new cemetery in De Rust completed and to be utilized as from 01 September 2012
	Cleansing Services	Extension of services to all informal areas, Dysselsdorp, De Rust, Volmoed, Spieskamp&Rosebank.
		New services to 900 households in the Rose Valley area
		80 additional staff complement where employed during the Absa KKNK 2012 from all 13 Wards unemployed were chosen from the unemployment database at LED unit.
		One day after Absa KKNK town was clean and back to normal, business as usual.
	Community Halls	Ensuring better accessibility by means of a new user friendly system brought about more bookings and better relationship with community.
	Housing	2 projects were completed 129 infill site housing and 48 houses in Toekomsrus. The eldest recipient was a 97 year old.
		Approval received for another development of 161 units in the De Rust area.
		An amount of 1.5 million in the pipeline from Province for the upgrading of a sewerage system in the Rose Valley area to ensure adequate basic service delivery to the community of Rose Valley.
	Disaster Management	Emergency relief to about 3000 families in the Greater Oudtshoorn due to bad weather and floods.
		Several rectification measures are in place towards readiness and to restore normality in any disaster.
		During Absa KKNK we could pre-amp and prevent situations that could be harmful and detrimental an example is the event we cancelled at the Amphitheater were we were not the favourites of community



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Directorate/ Functional area	Sub Directorate	Highlights
		but we stopped an occurrence that could have been bad for us as well as the Absa KKNK.
<b>Financial Services</b>	Expenditure	Reduction in outstanding creditors year on year
	Financial Management Support Services	2011/2012 Adjustment budget and 2012/2013 budget was approved within legislative timeframes
	Income	Successful implementation of the General Valuation commencing on 01 July 2012.
		Positive institution of the credit control debt processes which resulted in an average debt collection percentage of 99.95% for the 2011/2012 financial year.
		Successful implementation in the round off to the nearest rand on municipal debtors accounts.
	Information Technology	Implementation of Access Control System.
		Extensions of Mikrotik network and implementing digital radios on the system.
		Challenges: VOIP system
<b>Technical Services</b>	Project Management	Successful and timely completion of MIG program
		Award winning re EPWP achievements
		Implementation of PMU in order to manage capital projects
		Empowerment and training of local small contractors and labourers.
		Upgrading of nine streets including stormwater mostly designed and constructed using own technical staff.
	Electro Technical Services	Electrification of 184 low cost houses
		Manage to render electricity service without appeals to NERSA
		Launched a meter audit
	Fleet Management	Appointment of Fleet Manager
	Streets and Stormwater	Embark on update of Pavement Management Plan during 2013/14 financial year.
		Establishment of public transport facility in Dysselsdorp
		Successful and timeous spending of PGWC Main Roads maintenance funding
	Water and Sewerage	RBIG project registration for the Blossoms boreholes and pipeline
		Upgrading of WWTW

Table 72: Performance highlights per directorate/functional area



## **XIII) CHALLENGES PER DIRECTORATE/FUNCTIONAL AREA**

Directorate/ Functional area	Sub Directorate	Challenges and Corrective measures
Office of the Municipal Manager	Communication	Limited staff to implement effectively. Need to revise organizational structure to create capacity
		Limited budget available to implement programs effectively. With municipalities limited financial resources external funding must be secured.
	Internal Audit	To be independent and objective at all times
		To get the necessary support and feedback from role players during audits
	IDP	Alignment of IDP community Priorities on ward base and Budget allocation and capacity.
		Alignment of council policies and sector plan to IDP process, especially during review.
	LED	Limited staff to implement effectively. Need to revise organizational structure to create capacity
		Limited budget available to implement programs effectively. With municipalities limited financial resources external funding must be secured.
		Other departments don't focus on LED view this as LED Section function. Required renewed focus on integrating departments through program management to collectively implement LED strategy
	Performance Management	Late submission of information by the departments and capacity.
		Late submission of AFS and Performance information to Auditor-General.
		The implementation of the performance management system.
Community Services	Special Programmes	Limited staff to implement effectively. Need to revise organizational structure to create capacity
		Limited budget available to implement programs effectively. With municipalities limited financial resources external funding must be secured.
	Cemeteries	Identifying land for extension of cemetery.
		Opening a new cemetery in De Rust area.
		Capital funding was approved by council but funding never came available.
		There is a shortage of personnel to help clean the cemetery.
		Because of the underground formation, digging graves are very hard and machinery is a shortcoming.
	Cleansing Services	Staff compliments to take on all new areas and services.
		Utilizing EPWP funding to employ temporary staff.
	Community Halls	Maintenance of town hall is a big challenge as we hosting Absa KKNK shows annually.
		Busy with development of Procurement plan as this will assist in drawing up a long term maintenance plan that can only be advantageous to current service delivery.
	Housing	Land is a big issue.
		Busy with finalization of SDF to assist with identification of land for future projects.
		Revising and reviewing of housing data base which is outdated and incomplete.
	Libraries	Various outreach projects to make library more accessible for all.
	Parks, Resorts and Recreation	Professional life guards at swimming pools are a problem, a lack of skilled and capacitated staff should bring about employment of interns and training and capacitating of staff.
		The upgrading and construction of a stadium at Bridgton sport grounds is a challenge for the seasonal rugby matched being played; luckily the Rec in town is an alternative venue when available.
	Disaster Management	Awareness campaigns are not done frequently and education and training in a disaster are now being planned for all wards.
		In the new Organogram staff compliment revised with additional staff in Dysseisdorp and De Rust and



Directorate/ Functional area	Sub Directorate	Challenges and Corrective measures
		more staff in the control room.
	Fire Services	None compliance with SANS
		Awaiting finalization of new lease agreement for extension of building that will bring about a service 24/7 to community.
		A permanent Fire Station is necessary to accommodate the fire brigade.
		More staff in the new Organogram will assist with capacity building and skilled staff.
		In the finalization process of employing a 5 Junior Firefighters.
		New Organogram more staff will be employed and trained.
		Lack of skills and capacity.
	Town Planning	Lack of skills and capacity.
		In the finalization process of employing a CAD operator, town regional planner and heritage officer.
		Do not have a completed Spatial Development Framework. In process of developing SDF.
		Lack of Land Usage Management System (LUMS) in process of developing of LUMS.
	Traffic and Licensing	In the finalization process of employing a Management Rep: Road Testing & Driving, a Traffic Officer, and a cashier clerk
Financial Services	Expenditure	Capacity constraints Corrective measure: Vacancies must be filled as soon as possible.
		Co-operation from departments to abide with legislation requirements. Corrective measure: Arrange training workshops for all involved in the Supply Chain Management process
	Financial Management Support Services	Lack of staff to fulfill all duties in section Corrective measure: will appoint additional staff in the 2012/2013 financial year.
		Absence of long term financial planning Corrective measure: Develop a credible long term financial plan in line with the 2012 to 2017 Integrated Development Plan and Vision 2030
	Income	Office space to accommodate customers when arrangements are to be made. Corrective measure: Lobby for the provision of additional office space for the Income section
		Upgrading of the Syntel S3 electricity prepaid system Corrective measure: Request Syntell to finalise the changes to the pre-paid vending system to allow for the deduction of arrears on services
		Installing of Drop Safe to accommodate Cashier when handling cash Corrective measure: Provide for funding in the 2012/2013 capital budget
	Information Technology	Capacity constraints Corrective measure: Vacancies must be filled as soon as possible.
Technical Services	Electro Technical Services	Aging infrastructure – need to implement asset management plans budget dependant.
		Critical manpower shortages – got permission to fill 4 posts as first step
		Lack of capital funding – budget permitting
	Fleet Management	Critical manpower shortages – outsourcing as far as possible
		Aging of fleet, exceeding economical life – lease as far as budget allows.
		Lack of capital funding – budget permitting.
	Streets and	Maintenance work on the roads, especially potholes





Directorate/ Functional area	Sub Directorate	Challenges and Corrective measures
	Stormwater	Find capital funding
		Employ local contractors
	Water and Sewerage	Upgrading of WWTW – green drop & blue drop status
		Long term water security – dageos project
		Capital funding needed

**Table 73:** Performance Challenges per directorate/functional area

## **XIV) OVERVIEW OF PERFORMANCE PER WARD**

### **Ward 1: De Hoop, Uitvlucht, Oudtshoorn East**

No projects completed

### **Ward 2: Oudtshoorn West, Schoemanshoek, Buffelsdrift, Grootkraal, Matjiesrivier, Spieskamp**

Capital Projects				
No.	Project Name and detail	Start Date	End Date	Total Value
1	Paving part of Victoria Street	September 2011	June 2012	R200 000
2	Replacement of water mains	July 2011	June 2012	R500 000
3	Reseal of North Street	August 2011	June 2012	R360 000

**Table 74:** Capital projects of Ward 2: Oudtshoorn West, Schoemanshoek, Buffelsdrift, Grootkraal, Matjiesrivier, Spieskamp

### **Ward 3: Oudtshoorn CBD, Oudtshoorn West & East**

Capital Projects				
No.	Project Name and detail	Start Date	End Date	Total Value
1	Paving of sidewalk Jones Street	October 2011	March 2012	R89 000
2	Repair St John Street bridge	August 2011	November 2012	R34 200

**Table 75:** Capital projects of Ward 3: Oudtshoorn CBD, Oudtshoorn West & East

### **Ward 4: Zebraweg, Old Bongoletu, Thabo Mbeki Square, Plate, Askamp**

No capital projects

### **Ward 5: Die Lane, Kloof, Smartie Town**

Capital Projects				
No.	Project Name and detail	Start Date	End Date	Total Value
1	1 <sup>st</sup> Phase of Pavilion Bridgton Sports ground	July 2011	June 2012	R3 200 000





Capital Projects				
No.	Project Name and detail	Start Date	End Date	Total Value
2	Paving of Lyners Street	July 2011	June 2012	R240 000
3	Paving of Eleventh Avenue	July 2011	June 2012	R402 468
4	Paving of Reggie Oliphant Street	July 2011	June 2012	R495 305

**Table 76:** Capital projects of Ward 5: Die Lane, Kloof, Smartie Town

**Ward 6: Rosebank, Neppon, Toekomsrus North, Zebra Weg, Rose Valley**

Capital Projects				
No.	Project Name and detail	Start Date	End Date	Total Value
1	Paving of Mango Road	August 2011	March 2012	R482 343
2	Paving of Acacia/Gousblom/Tulip Street	August 2011	June 2012	R380 414
3	Paving of Kloof Avenue	July 2011	June 2012	R510 118
4	Reseal of Du Toit Road	July 2011	June 2012	R412 273

**Table 77:** Capital projects of ward 6: Rosebank, Neppon, Toekomsrus North, Zebra Weg, Rose Valley

**Ward 7: Oudtshoorn North, Old Bridgton, Nicolania Area**

No capital projects

**Ward 8: Bongoletu, Toekomsrus South, Vaalhuse, New Look, Beverly Hills**

Capital Projects				
No.	Project Name and detail	Start Date	End Date	Total Value
1	Paving of sidewalks Thusong Centre	October 2011	June 2012	R100 000
2	Rehabilitation of street & storm water Zola Street	November 2011	March 2012	R100 000
3	Paving of street – Thabo Mbeki Square	July 2011	June 2012	R926 126
4	Paving of Eighteen Avenue	October 2011	June 2012	R426 164
5	Paving of street – Hani Road	July 2011	June 2012	R466 222
6	Paving of Khanya Street	July 2011	June 2012	R611 449

**Table 78:** Capital projects of Ward 8: Bongoletu, Toekomsrus South, Vaalhuse, New Look, Beverly Hills



## Ward 9: Dysselsdorp, Waaikraal

Capital Project				
No.	Project Name and detail	Start Date	End Date	Total Value
1	Paving of road – Arries Street	October 2011	April 2012	R333 884
2	Paving of road – Ellman Street	October 2011	June 2012	R443 971

Table 79: Capital projects of Ward 9: Dysselsdorp, Waaikraal

## Ward 10: Dysselsdorp

Capital Projects				
No.	Project Name and detail	Start Date	End Date	Total Value
1	Reseal of road – Magerman Street	July 2011	June 2012	R228 300
2	Reseal of road – St Konrad Street	October 2011	March 2012	R360 000

Table 80: Capital projects of Ward 10: Dysselsdorp

## Ward 11: Vlakteplaas, Middelpaas, Oudemuragie, De Rust

Capital Projects				
No.	Project Name and detail	Start Date	End Date	Total Value
1	Reseal of Le Roux, Burger and Middel Street	October 2011	April 2012	R276 800

Table 81: Capital projects of Ward 11: Vlaktepolaas, Middelpaas, Oudemuragie, De Rust

## Ward 12: Volmoed, Welbedacht, Lategansvlei

No capital projects

## Ward 13: Colridge View, Bergsig, Impala Weg

Capital Projects				
No.	Project Name and detail	Start Date	End Date	Total Value
1	Paving of side-walk – De Laan Street	February 2012	June 2012	R147 497
2	Paving of side-walk – Tierweg	March 2012	June 2012	R48 346
3	Rehabilitation Springbok Road	July 2011	June 2012	R455 500

Table 82: Capital projects of Ward 13: Colridge View, Bergsig, Impala Weg



## 3.1 WATER PROVISION

Water supply in Oudtshoorn currently exceeds the water demand by some 15%. All household has access to basic water services. All households in Rose Valley, the newly formed informal settlement were provided with water taps within a distance of 200m. Water supply in both Dysselsdorp and De Rust exceed the water demand in the hot summer months with the result that water restrictions are imposed every summer and will continue until the water supply is augmented. The DAGEOS water project that has progressed significantly over the past few years, will make provision for the future demand of Oudtshoorn, Dysselsdorp and De Rust

Water is probably the most fundamental and indispensable of natural resources – fundamental to life, the environment, food production, hygiene and power generation. Poverty reduction and improved water management are inextricably linked. Section 4B of the Constitution lists water and sanitation services limited to potable water supply systems and domestic wastewater and sewerage disposal systems as a local government function. Basic water is defined as 25 liters of potable water per day supplied within 200 meters of a household.

### 3.1.1 WATER SERVICE DELIVERY LEVELS

Water losses improved from 18% in the 2010/11 financial year to **15%** in the 2011/12 financial year. This shows an improvement of **3%** on water losses.

Below is a table that specifies the different water service delivery levels per households for the financial years 2010/11 and 2011/12:

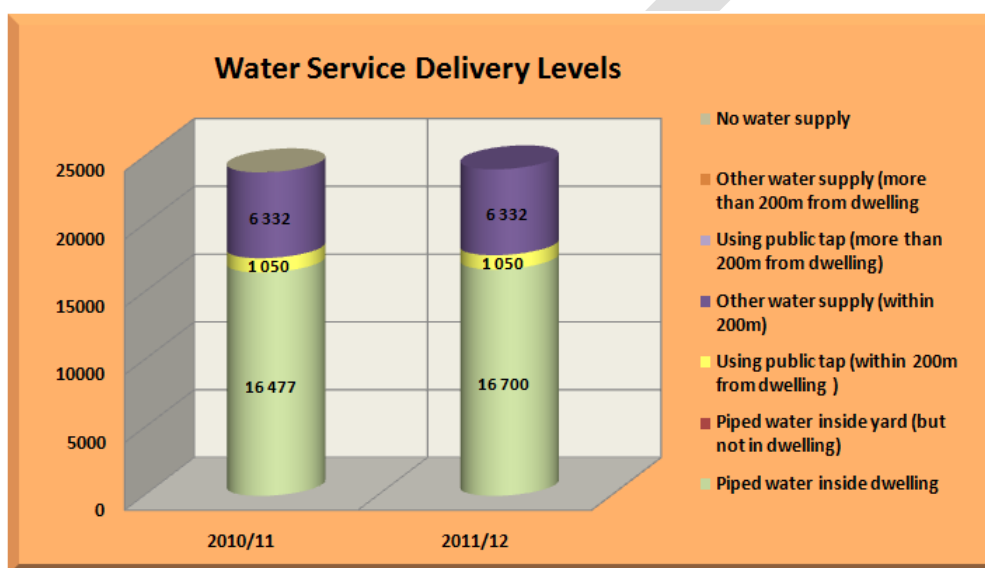
Description	2010/11	2011/12
	Actual	Actual
<b>Household</b>		
<b><u>Water: (above minimum level)</u></b>		
Piped water inside dwelling	16 477	16 700
Piped water inside yard (but not in dwelling)	0	0
Using public tap (within 200m from dwelling )	1 050	1 050
Other water supply (within 200m)	6 332	6 332
<b>Minimum Service Level and Above Sub-total</b>	<b>23 859</b>	<b>24 082</b>
<b>Minimum Service Level and Above Percentage</b>	<b>100</b>	<b>100</b>
<b><u>Water: (below minimum level)</u></b>		
Using public tap (more than 200m from dwelling)	0	0
Other water supply (more than 200m from dwelling)	0	0
No water supply	0	0
<b>Below Minimum Service Level Sub-total</b>	<b>0</b>	<b>0</b>



Description	2010/11	2011/12
	Actual	Actual
<b>Household</b>		
<i>Below Minimum Service Level Percentage</i>	0	0
Total number of households (formal and informal)	23 859	24 082

Table 83: Water service delivery levels

The graph below shows the different water service delivery levels per total households and the progress per year:



Graph 15: Water Service Delivery Levels

### 3.1.2 CAPITAL EXPENDITURE – WATER SERVICES

Capital Projects	2011/12				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
<b>R' 000</b>					
DAGEOS	5 255	2 000	1 489	510	158 000

Table 84: Capital Expenditure 2011/12: Water Services



## 3.2 WASTE WATER (SANITATION) PROVISION

All households except those in the informal settlement of Rose valley have waterborne sewer system to each household. In the informal settlement areas, a combination pit latrines and chemical communal toilets are provided. Waterborne sewers will also be provided to the informal settlements as part of the housing project currently in the planning stages.

### 3.2.1 SANITATION SERVICE DELIVERY LEVELS

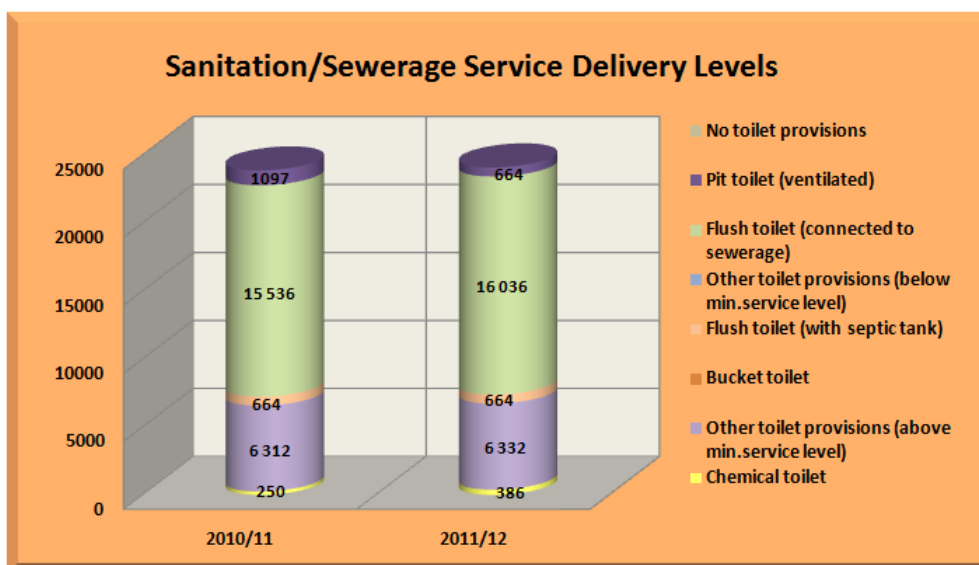
Below is a table that specifies the different sanitation service delivery levels per households for the financial years 2010/11 and 2011/12:

Description	2010/11	2011/12
	Actual	Actual
<b>Household</b>		
<b><u>Sanitation/sewerage: (above minimum level)</u></b>		
Flush toilet (connected to sewerage)	15 536	16 036
Flush toilet (with septic tank)	664	664
Chemical toilet	250	386
Pit toilet (ventilated)	1097	664
Other toilet provisions (above minimum service level)	<b>6 312</b>	6 332
<b>Minimum Service Level and Above Sub-total</b>	<b>23 859</b>	<b>24 082</b>
<b>Minimum Service Level and Above Percentage</b>	<b>100</b>	<b>100</b>
<b><u>Sanitation/sewerage: (below minimum level)</u></b>		
Bucket toilet	0	0
Other toilet provisions (below minimum service level)	0	0
No toilet provisions	0	0
<b>Below Minimum Service Level Sub-total</b>	<b>0</b>	<b>0</b>
<b>Below Minimum Service Level Percentage</b>	<b>0</b>	<b>0</b>
<b>Total number of households</b>	<b>23 859</b>	<b>24 082</b>

Table 85: Sanitation service delivery levels



The graph below shows the different sanitation service delivery levels per total households and the progress per year:



Graph 16: Sanitation Service Delivery Levels

## 3.2.2 CAPITAL EXPENDITURE – SANITATION SERVICES

Capital Projects	2011/12				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
R' 000					
WWTW	3 800	2 200	1 297	903	11 400

Table 86: Capital Expenditure 2011/12: Sanitation Services

## 3.3 ELECTRICITY

Note: Recent legislation with direct bearing on electricity services includes inter alia Occupation Health and Safety Act 85 of 1993 as amended 1989; 1994; 1995; and the Electricity Regulation Act no 4 of 2006.

Electricity provision at household level requires at least a minimum acceptable level of service. All households switch on the to the Greater Oudtshoorn electricity networks at least enjoys a service level five connection, i.e. a medium to high wattage supply to the premises with appropriate street lighting.

Such a service level builds on firm thrusts such as a well maintained and suitably technically rated infrastructure components supported by educate and skilled human resources. To this effect the electricity department at present embarks on the filling of all vacant critical posts as well as the implementation of an asset management plan. It is envisaged that the said strategy will





have a damping effect on escalating operational expenditure thus enhancing economic efficiency.

It is further the objective to expand electrical services to all households in the Greater Oudtshoorn area. Initiatives embarked on and electrification applications already submitted to the Department of Energy might halve the electricity backlog by 2013/14.

Electricity distribution to the Greater Oudtshoorn Urban areas contains different topographical characteristics and it is therefore covered by two separate reports. The latest Masterplan was presented in hard copy as part of the September monthly report and was supported by a short oral/visual presentation relating to the traditional Oudtshoorn only. Assessments of the core network are done under present day operating conditions as well under expected future load superimposed conditions. Network constraints and proposed augmentation proposals articulated this way relates basically to the incapacity of the core network to support extensive development to the east of Park Road and north of North Street. A direct transfer of capacity between UniePlein and Golf substations is proposed as a short term measure whilst the injection of power from an external source as close as possible to future load center proves to be the ultimate long term solution. Development in the urban domestic market is the single most important driver of infrastructure investment and therefore Councils' future social housing program will have a direct bearing on the augmentation of the core electricity network. This argument also holds for urban sprawling beyond Rose Valley and to the north of the De Rust road (N12).

Local Government plays a very important role in the provision of electricity. Section 153 of the Constitution places the responsibility on municipalities to ensure the provision of services to communities in a sustainable manner for economic and social support.

Major towns	Notified Maximum Demand (NMD)	Maximum Demand Peak (NMD)
Oudtshoorn	34000 kVA	32900 kVA
Dysselsdorp	2000 kVA	2413kVA
De Rust	400 kVA	435kVA

**Table 87: Electricity Notified Maximum Demand**

The Energy Losses for the 2010/11 financial year was **10.29%** whilst preliminary figures suggest an energy loss of **9.8%** for the 2011/2012 financial year. This outcome gives an end result with a slight reduction in energy losses that can be considered is a remarkable achievement for the Municipality.



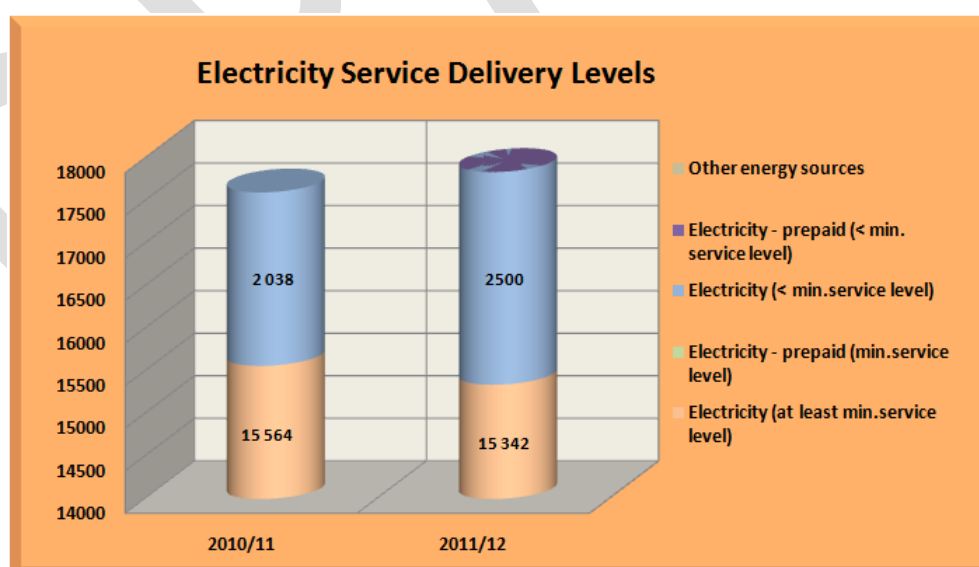
The table below indicates the different service delivery level standards for electricity within the Municipality:

### 3.3.1 ELECTRICITY SERVICE DELIVERY LEVELS

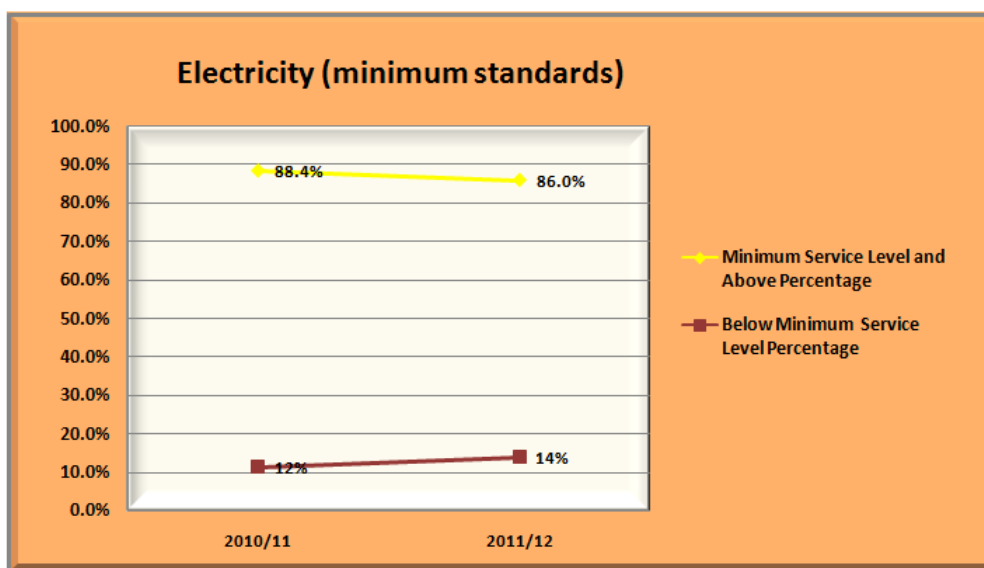
Description	2010/11	2011/12
	Actual	Actual
<b>Household</b>		
<b>Energy: (above minimum level)</b>		
Electricity (at least minimum service level)	15564	15342
Electricity - prepaid (minimum service level)	Not Available	Not Available
<b>Minimum Service Level and Above Sub-total</b>	<b>15564</b>	<b>15342</b>
<b>Minimum Service Level and Above Percentage</b>	<b>88.4</b>	<b>85.6</b>
<b>Energy: (below minimum level)</b>		
Electricity (< minimum service level)	2 038	2500 (Estimation)
Electricity - prepaid (< min. service level)	0	0
Other energy sources	Not Available	Not Available
<b>Below Minimum Service Level Sub-total</b>	<b>2 038</b>	<b>2500</b>
<b>Below Minimum Service Level Percentage</b>	<b>11.6</b>	<b>14.4</b>
<b>Total number of households</b>	<b>17602</b>	<b>17842</b>

Table 88: Electricity service delivery levels

The graph below shows the different electricity service delivery levels per total households and the progress per year:



Graph 17: Electricity Service Delivery Levels



Graph 18: Electricity(minimum standards)

### 3.3.2 CAPITAL EXPENDITURE – ELECTRICITY SERVICES

Capital Projects	2011/12				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
R'000					
Electrification 181 connections A	851	851	851	0%	851
Basic Infrastructures Rural	800	800	0	100%	800
Upgrading 11000 Volt	650	650	0	100%	650
Union Square to Golf Substation 22000 Volt	560	650	0	100%	650

*Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).*

Table 89: Capital Expenditure 2011/12: Electricity Services

Although capital funding was allotted in the capital budget for 2011/12, no funding could be raised in time to execute capital works other than grant funded projects. Prioritised unfunded projects will be carried over to the next financial year.

### 3.4 WASTE MANAGEMENT (REFUSE COLLECTIONS, WASTE DISPOSAL, STREET CLEANING AND RECYCLING)

#### STREET CLEANSING

Streets in the CBD area are daily swept and in residential areas two (2) times a week.

#### REFUSE REMOVAL



Refuse removal are done once (1) a week in the formal and informal households in the Greater Oudtshoorn. Farms from Schoemanshoek till De Hoek resort are removed once (1) a week. Black refuse bags are quarterly distributed in all thirteen (13) wards.

## **OPEN SPACES**

Cleaning of open spaces are done on a daily basis where refuse are illegally been dumped. Contractors are cleaning areas on a daily basis and bulk refuse skips in the Greater Oudtshoorn. Cleansing campaigns are held once (1) a week in the different wards of the Greater Oudtshoorn and all the staff gather to clean a ward. All complaints that are daily received regarding illegal dumping or cleansing is immediately executed. The vehicles are daily maintained for effective service delivery to the community. Vehicle log books are daily updated and weekly inspections are done.

## **MEASURES TAKEN TO IMPROVE PERFORMANCE**

Temporary personnel have been appointed to improve service delivery. Cleansing campaigns had been implemented.

## **MAJOR EFFICIENCIES ACHIEVED**

Dumping sites no longer exist because of open spaces that are daily cleaned. An extra tractor had been obtained to clean more skips on a daily basis.

## **COMMUNITIES LIVING IN POVERTY**

Communities living in formal and informal areas are getting the same basic services

### **3.4.1 REFUSE REMOVAL (SOLID WASTE) SERVICE DELIVERY LEVELS**

The table below indicates the different refuse removal service delivery level standards of the Municipality:

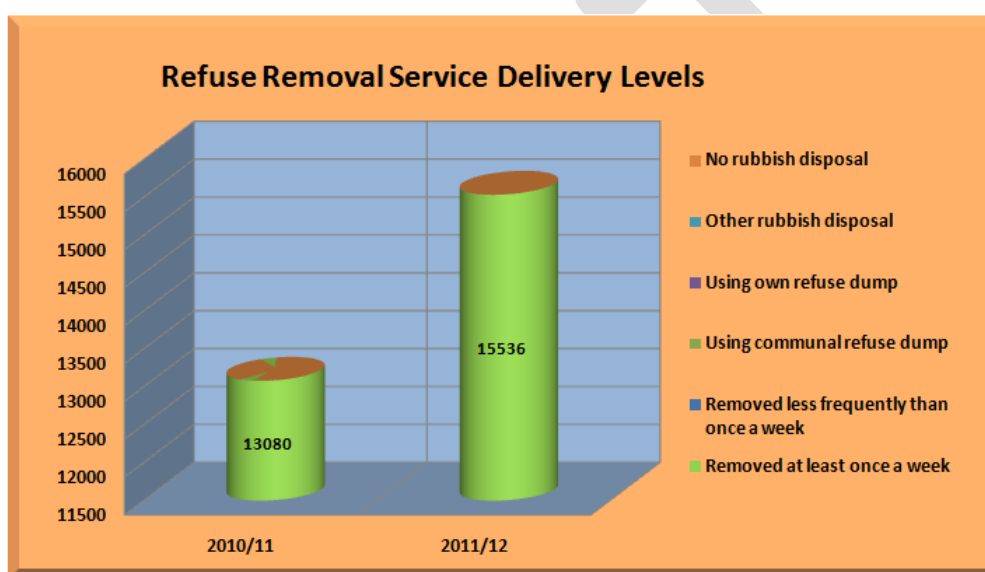
Description	2010/11	2011/12
	Outcome	Actual
<b><u>Household</u></b>		
<b><u>Refuse Removal: (Minimum level)</u></b>		
Removed at least once a week	13 080	15 536
<b><i>Minimum Service Level and Above Sub-total</i></b>	<b>0</b>	<b>0</b>
<b><i>Minimum Service Level and Above Percentage</i></b>	<b>100</b>	<b>100</b>
<b><u>Refuse Removal: (Below minimum level)</u></b>		
Removed less frequently than once a week	0	0
Using communal refuse dump	0	0
Using own refuse dump	0	0
Other rubbish disposal	0	0



Description	2010/11	2011/12
	Outcome	Actual
<b>Household</b>		
No rubbish disposal	0	0
<i>Below Minimum Service Level Sub-total</i>	0	0
<i>Below Minimum Service Level percentage</i>	0	0
Total number of households	13 080	15 536

Table 90: Refuse removal service delivery levels

The graph below shows the different refuse removal service delivery levels per total households and the progress per year:



Graph 19: Refuse Removal Service Delivery Levels

## 3.4.2 CAPITAL EXPENDITURE – WASTE MANAGEMENT SERVICES

No capital projects for the 2011/12 financial year.

## 3.5 HOUSING

The Municipality is currently in the process of developing a special development framework that will assist and enhance the process to pipeline of future housing projects in such a manner that completed project plans are stock piled in advance awaiting funding from the Department of Human Settlement.

The housing project pipeline is and feasibility study is currently being develop with assistance of Provincial Resource Team and Council appointed implementation agent namely ASLA.

Housing pipeline is based on future proposed development for the following five years linked to the IDP.



Council appointed an implementation agent namely ASLA to expedite in housing delivery for the municipality and the following housing projects were delivered.

Rosebank 663 – unblock – houses repaired and delivered

Infill project 129 – 40m<sup>2</sup> houses were constructed and delivered by 30 June 2011

Further infill projects 48 units completed by April 2012

Challenges faced are the lack of fast tracking housing projects approval of and subsidies and related projects funds by the department of human settlements.

The slow pace of approvals of EIA's by the department of environmental affair and development planning (DEA&DP)

Land acquisition and funding hereto poses a real challenge for the municipality

Service delivery priorities

Acquisition of land for formal and informal settlement

Provision of adequate basic services

Obtain approval housing projects and funding

Community outreach

Community illegally invaded municipal land that were environmentally sensitive and erected temporary shacks on the said piece of land. The process to remove them from site was unsuccessful and council took a conscious decision to condone the invasion and provide in terms of the health & safety legislative framework, basic water, sewer (toilets) and access (eg. Roads) to emergency service (eg. Ambulance SAPS) eight hundred (800) families were assisted on this basis.

10 water tanks were installed

20 water stand pipes

70 VIP toilets

30 rental toilets

Relief

Communities are sometimes faced with some individual disasters eg. Shack fire, storms and floods. The municipality lately provided the amount of 1 500 blankets this winter. Plastic damp course to the amount of 363 has been given to shack dwellers to protect roof leakages and storm water damage to their shacks. Soup and bread was provided to 1 700 families.

The assistance of Provincial resource team has been drawn on and the amount of R 2 million has provisionally been allocated by the Department of Local Government to promote basic adequate services for communities in the informal settlements. An additional amount of R 5 million has been provisionally available to upgrade the sewer system and construction of a sewer pump station will take preference as soon as the funds are allocated.





The municipality also provides temporary building material in cases where a shack has been demolished by fire or in cases where a family is in destitute and homeless.

### 3.5.1 HOUSEHOLDS WITH ACCESS TO BASIC HOUSING

Year end	Total households (including formal and informal settlements)	Households in formal settlements	Percentage of households in formal settlements
2010/11	13 872	11 882	85.6%
2011/12	15 642	13 040	83.3%

Table 91: Households with access to basic services

The following table shows the increase/decrease in the number of people on the housing waiting list.

Housing waiting list	Nr of people on Housing waiting list	% Housing waiting list increase
2010/11	10 036	n/a
2011/12	14 780	32

Table 92: Housing waiting list

A total amount of **R10,332 million** was allocated to build houses and to purchase land during the financial year under review. A summary of houses built, includes:

Financial year	Allocation	Amount spent	% spent	Number of houses built	Number of sites serviced
	R'000				
2010/11	13 047	14 033	107.56	293	129
2011/12	10 332	9 516	92.10	178	0

Table 93: Housing

Communities are sometimes faced with some individual disasters e.g. shack fire, storms and floods. The Municipality lately provided the amount of 1500 blankets this winter. Plastic damp course to the amount of 363 has been given to shack dwellers to protect roof leakages and storm water damage to their shacks. Soup and bread was provided to 1700 families. The assistance of Provincial Resource team has been drawn on and the amount of R2 million has provisionally been allocated by the Department of Local Government to promote basic adequate services for communities in the informal settlements. An additional amount of R5 million has been provisionally available to upgrade the sewer system and construction of a sewer pump station will take preference as soon as the funds are allocated. The Municipality also provides temporary building material in cases where a shack has been demolished by fire or in cases where a family is in destitute and homeless.

### 3.6 FREE BASIC SERVICES AND INDIGENT SUPPORT



The following table indicates the percentage of indigent households that have access to free basic municipal services. In accordance with the approved indigent policy of the municipality, all households earning less than **R 3 000** per month receive the free basic services as prescribed by national policy.

### 3.6.1 ACCESS TO FREE BASIC SERVICES

The access to free basic services is summarised into the different services as specified in the following table:

Free Basic Services To Low Income Households									
Financial year	Number of households (HH)								
	Total no. of HH	Households earning less than R 3 000 per month							
		Free Basic Water		Free Basic Sanitation		Free Basic Electricity		Free Basic Refuse Removal	
		Access	%	Access	%	Access	%	Access	%
2010/11	17 913	4 987	28%	4 987	28%	4 987	28%	4 987	28%
2011/12	18 042	5355	30%	5355	30%	5355	30%	5355	30%

Table 94: Access to free basic services

Electricity									
Financial year	Indigent Households			Non-indigent households			Households in Eskom areas		
	No of HH	Unit per HH (kwh)	Value	No of HH	Unit per HH (kwh)	Value	No of HH	Unit per HH (kwh)	Value
			R'000			R'000			R'000
2010/11	4987	70kwh	6134	9324	70kwh	0.00	123	70kwh	127
2011/12	5355	70kWh	5757	10007	00	0.00	202	70kWh	217

Table 95: Free basic Electricity services to indigent households

Water						
Financial year	Indigent Households			Non-indigent households		
	No of HH	Unit per HH (kl)	Value	No of HH	Unit per HH (kl)	Value
			R'000			R'000
2010/11	4987	6kl	1777	9324	6kl	3323
2011/12	5355	6kl	1908	10007	6kl	3566

Table 96: Free basic Water services to indigent households

Sanitation						
Financial year	Indigent Households			Non-indigent households		
	No of HH	R value per HH	Value	No of HH	Unit per HH per month	Value
			R'000			R'000
2010/11	4 987	R62.67	3 750	9 324	R62.67	9 230
2011/12	5355	R68.97	4432	10007	R68.97	8282



# **OUTDSHOORN**

Munisipaliteit • Umasipala • Municipality

*"A town to work, learn, play and prosper"*



**Table 97: Free basic Sanitation services to indigent households**

Refuse Removal						
Financial year	Indigent Households			Non-indigent households		
	No of HH	Service per HH per week	Value	No of HH	Unit per HH per month	Value
			R'000			R'000
2010/11	4 987	R 62.70	3 752	9 324	R 62.70	7 015
2011/12	5 355	R68.97	4 432	10 0007	R68.97	8 282

**Table 98: Free basic Refuse Removal services to indigent households per type of service**



## COMPONENT B: ROAD TRANSPORT

The Provincial Government of the Western Cape (PGWC) appointed Vela VKE Consulting Engineers in 2010 to prepare District Integrated Transport Plan (DITP) for the Eden District Municipality. Out of this, Local Integrated Transport Plans (LITP's) was also compiled for the seven local municipalities of which Oudtshoorn Municipality is one.

The National Land Transport Transition Act (NLTTA), Act 22 of 2000, as amended by the National Land Transport Amendment Act, Act 26 of 2006, requires that district and local authorities compile a package of plans to give effect the requirements of these acts. As a further requirement three kinds of transport plans must be prepared by the different levels of government, i.e.:

- A National Land Transport Strategic Framework (NLTSF), to be prepared by the National Department of Transport;
- A provincial Land Transport Framework (PLTF), to be prepared by provinces;
- Integrated Transport Plans (ITP's), to be prepared by municipalities.

The ITP's are further categorised for three different types of planning authorities:

- Type 1 Planning Authorities to prepare Comprehensive Integrated Transport Plans
- Type 2 Planning Authorities to prepare District Integrated Transport Plans
- Type 3 Planning Authorities to prepare Local Integrated Transport Plans

Oudtshoorn Municipality is a Type 3 Planning Authority and therefore must prepare a Local Integrated Transport Plan.

The minimum content of a LITP is as follows:

- 1) Introduction
  - Responsibility
  - Status of plan
- 2) Transport Status Quo
  - Summarized assessment of status quo in terms of problems and causes of problems
- 3) Transport Needs Assessment
  - Problems areas
  - Objectives
  - Strategies
  - Comprehensive list of projects
- 4) Transport Improvements Proposals
  - Prioritisation of projects
  - Budget constraints
- 5) Implementation Budget and Programme
  - Sources of funding



- Cost estimates
- Programme and budgets
- Project plans

The Integrated Development Plan (IDP) is a requirement of the Local Government: Municipal Systems Act. It states that various integrated plans, of which the ITP is one, be taken up in the IDP. The Municipal Financial Management Act determines that projects identified in the IDP be taken up in the municipal budget.

The existing transport system, in terms of the road system, traffic volumes, public transport services and facilities (minibus taxis, minibuses, bus facilities, buses, rail services, non – motorised transport, parking areas, special needs passengers, freight) is then assessed and given an overview on.

### 3.7 ROADS

Oudtshoorn Municipality appointed V & V Consulting Engineers for the implementation of a Pavement Management System (PMS). The content of the assessment report presents a network level proposal for maintaining the roads in the area through an assessment of the road network based on methodical visual ratings of each pavement section.

When implementing a system it can be divided into a network and project level. It must be emphasized that the PMS implemented, is essentially a network level tool. Visual assessment of the pavements forms the basis of evaluating the condition of the road network and the need for specific actions. The collected information is processed to provide the output for top management for strategic planning and budgeting purposes as well as for maintenance engineers for tactical planning and execution purposes.

Different roads sections require different types of maintenance varying from routine and normal to heavy rehabilitation. Possible project types range from routine maintenance (e.g. patching), to normal maintenance (resurfacing) through to heavy rehabilitation (e.g. thick overlays and reconstruction). With the limited funds available it is important that these funds be spent at the right place at the right time to ensure optimum use of funds. The use of a PMS is generally accepted as essential for determining the maintenance and upgrading needs/ programmes for pavements in a network of roads.

These programmes provide a good assessment of the total funds required to meet the maintenance needs of the network and, in most cases, the type of maintenance required. The needs of individual projects should, however, be verified by further investigation to allow for additional unrecorded factors.

The following tables give an overview of the total kilometers of roads maintained and new roads bituminous surfaced:

#### 3.7.1 TARRED (ASPHALTED) ROADS

Financial year	Total km tarred roads	Km of new tar & paved roads	Km existing tar roads re-tarred	Km of existing tar roads re-sheeted	Km tar roads maintained
2010/11	211	1.5	3	0	211



Financial year	Total km tarred roads	Km of new tar & paved roads	Km existing tar roads re-tarred	Km of existing tar roads re-sheeted	Km tar roads maintained
2011/12	211	2.5	4	0	211

Table 99: Tarred (Asphalted) roads

## 3.7.2 GRAVELLED ROADS

Financial year	Total km gravel roads	Km new gravel roads constructed	Km gravel roads upgraded to tar / block paving	Km gravel roads graded/maintained
2010/11	33	1	2	36
2011/12	31	0	2.5	31

Table 100: Gravelled roads

## 3.7.3 CAPITAL EXPENDITURE – ROAD SERVICES

Capital Projects	2011/12				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
R'000					
Rehab Roads incl. Council contribution and Retention	650	-	601	49	As funds become available
Reseal/ Rehab roads	3 975	-	4 009	-34	As funds become available
Dysselsdorp Taxi rank	2 000	-	5	1 995	4 000
Upgrade Landfill Site	50	-	74	-24	As funds become available
Total project value represents the estimated cost of the project on approval by council (including past and future expenditure as appropriate).					

Table 101: Capital Expenditure 2011/12: Road Services





## 3.7.4 COST OF CONSTRUCTION/MAINTENANCE

The table below shows the costs involved for the maintenance and construction of roads within the municipal area:

Financial year	Gravel			Tar		
	New	Gravel – Tar / Block paving	Maintained	New (Tar & Block paving)	Re-worked	Maintained
	R'000					
2010/11	2 200	3 080	6 600	6 700	3 850	15 400
2011/12	0	5 650	6 500	5 650	4 000	22 000

*Table 102: Table 107: Cost of construction/maintenance of roads*

Funding seems to be main challenge that needs to be overcome. In order for roads to be brought up to standard, appropriate funding needs to be made available yearly.

Furthermore, the roads have reached a critical stage as such that certain roads need to undergo light to medium rehabilitation.

However, the following illustrates costing scenarios for remedial action that must be taken to get the surfaced network up to a satisfactory standard.

Pothole repair R 12 897 500, 00

Surface defects repair R 25 795 000, 00

Intensive repair R 51 590 000, 00

The scenarios however just illustrate cost estimates for pre – treatment works required prior to reseal of a section of road. A further estimated R 200 000 000, 00 is then required to reseal the network with an appropriate seal dependant on the condition of the existing seal, traffic, climatic conditions, etc.

## 3.8 WASTE WATER (STORM WATER DRAINAGE)

The master plan is furthermore made up of three (3) volumes:

- VOLUME 1: Oudtshoorn Municipality – Oudtshoorn Stormwater Master Plan
- VOLUME 2: Oudtshoorn Municipality – Dysselsdorp and De Rust Stormwater Master Plan
- VOLUME 3: Oudtshoorn Municipality – Grobbelaars River Flood line Investigation

The holistic scope of the master plan, the compilation and the eventual execution of the master plan investigation included the following:

- Continuous liaison with relevant officials from the Oudtshoorn Municipality inclusive of preliminary site visits;



- Continuous liaison with the other interested and affected parties, inclusive of amongst others residents, retired municipal officials, other consultants working for the Municipality, other consultants working for private developers;
- Visual investigations of the complete current stormwater infrastructure within the study area;
- Compilation of draft layout plans of all infrastructure within the study area;
- Surveying of all infrastructure on the draft layout plans within the study area;
- Capturing all surveyed data of all infrastructure within the study area in appropriate computer programs;
- Capturing all surveyed data of all infrastructure within the study area in analysis software;
- Compilation of a stormwater sub catchment model of the study area;
- Compilation of a stormwater drainage model of all infrastructure within the study area;
- Compilation of relevant hydrographs for the respective flood events (i.e. 1: 5 years, 1: 10 years floods, etc.);
- Analysis and modeling of respective flood events;
- Report on the results of the stormwater model, flagging the deficiencies and shortcomings of the existing system;
- Recommendations on the rehabilitation of the deficiencies in the existing system;
- Hydrological and hydraulic study of the Grobbelaars River through Oudtshoorn to determine the flood lines of the river.

The 1 in 5 year recurrence interval is normally seen as the minor flood event where the system is intended to function up to and including this event, i.e. all normal rain events up to and including a 1 in 5 year event. Since the 1 in 5 year minor flood event is critical for the analysis of the normal functioning of the minor stormwater system, insufficient capacities in drainage lines in this analysis need to be addressed.

The 1 in 50 year flood event is seen as a major flood event, where the major system (overflow system) is intended to handle up to and including this 1 in 50 year event. Upgrades to cater for these events will however be costly.

Table 1 consists of recommended upgrades to capacity constraints as well proposed general upgrades to the system for the study area.

Recommended upgrades to capacity constraints normally entail one or more of the following:

- Increase stormwater pipe diameter size;
- Additional stormwater pipes;
- Inlet and outlet control;
- Erosion protection;
- Kerbing;
- Maintenance to existing stormwater infrastructure

General upgrades to the system on the other hand entail constructing new stormwater infrastructure where such infrastructure is practically non-existent.

The study of the flood lines of the Grobbelaars River will assist the Municipality in issues related to town planning, i.e. how far from the river banks future development must take place, etc.



## 3.8.1 STORM WATER INFRASTRUCTURE

The table below shows the total kilometers of storm water maintained and upgraded as well as the kilometers of new storm water pipes installed:

Financial year	Total km Stormwater measures	Km new stormwater measures	Km stormwater measures upgraded	Km stormwater measures maintained
2010/11	53.06	0	0	2
2011/12	53.06	0	0	2

Table 103: Storm water Infrastructure

## 3.8.2 CAPITAL EXPENDITURE – STORM WATER SERVICES

No capital budget was allocated for the 2011/12 financial year



### 3.8.3 COST OF CONSTRUCTION/MAINTENANCE

The table below indicates the amount of money spend on storm water projects:

Financial year	Stormwater Measures		
	New	Upgraded	Maintained
	R'000		
2011/12	0	0	300

Table 104: Cost of construction/maintenance of storm water systems

Funding seems to be the main challenge that needs to be overcome. No funding has been appropriated for past three (3) financial years in order to establish new stormwater infrastructure.

Stormwater is a common problem within the Oudtshoorn Municipal Area especially in areas where no stormwater infrastructure is existent.

## COMPONENT C: PLANNING AND DEVELOPMENT

### 3.9 PLANNING AND DEVELOPMENT

The purpose of this report is to give a brief overview of Branch: Development Planning in respect of Spatial Development Plans and Town Planning and Building Control

#### 3.9.1 SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The Draft Oudtshoorn SDF 2003/4 is completely out of date and a new SDF must be drafted. The only statutory spatial plan for the Greater Oudtshoorn was the Oudtshoorn and Environs Structure Plan, 1985(withdrawn by Provincial Government). However, this plan is based on unconstitutional and apartheid planning concepts and must be replaced as soon as possible. The SDF process for the Greater Oudtshoorn Municipality is to be carried in several phases. The timeline for completion of the SDF is aimed at 2013.

The first phase, the Gap Analysis, has recently concluded and highlighted areas for improvement for the future SDF. This process ran from December 2011 to end March 2012.

The second phase, the Oudtshoorn SDF itself, will be funded by the Department of Rural Development and Land Reform (DRDLR). This phase includes the tender process, which has yet to begin. Terms of Reference are still being finalised, however, DRDLR has included the Oudtshoorn SDF in their 2012/13 budget.

As the so-called 2003 Draft Oudtshoorn SDF 2003/4 has only been adopted (not approved) by Council, but not by the Department of Environmental Affairs and Development Planning, the only existing statutory structure plan is the Oudtshoorn and Environs Structure plan of 1985. The latter, as well as future development proposals (compiled by the Manager: Planning



and Development and accepted by Council), currently inform the evaluation of town planning applications and designation of land for future development.

**SDF should also address the following:**

- Urban and rural development
- Formal and informal settlement development
- Existing and new development (within the urban edge)
- Integration of high, medium and low income housing
- Full range of land uses
- Heritage survey/inventory
- Short, medium and long term spatial planning targets
- Response to climate change risks and adaptation requirements
- Inequitable access to urban opportunities, including achieving change and urban restructuring in line with national and provincial normative principles
- Economic development and livelihood support (including spatial implications of LED)
- Sustainability including resource depletion and social wellbeing
- Urban efficiency, wasteful and harmful practices (including low density development, urban sprawl, etc.)
- The conservation and enrichment of cultural heritage and place specific assets
- Land restitution (areas subject to land restitution claims and areas identified by the Department of Rural Development and Land Reform for land reform projects)
- Appropriate utilization of infrastructure
- Spatial guidance for a municipal land use management system

Compliance with the following provisions of the Municipal Systems Act and the Municipal Planning and Performance Management Regulations, 2001 as provided for in the Comprehensive SDF Guidelines is Mandatory:

- development of a spatial vision for the whole municipality;
- development of a conceptual scenario for envisaged spatial form;
- development of a Micro-spatial Plan for the core areas;
- setting out of objectives that reflect the desired spatial form of the rural municipality;
- contain strategies, policies and plans which must-
  - (i) Analyse the opportunities and constraints within the municipality concerning the heritage, economy, agriculture, environment, infrastructure, tourism and social development;
  - (ii) Delineate the agricultural land that has high potential;
  - (iii) Indicate desired patterns of land use within the municipality;
  - (iv) Identify existing and future land reform projects;
  - (v) Address the spatial reconstruction of the location and nature of development within the municipality including desired settlement patterns; and



- (vi) Provide strategic guidance in respect of the location and nature of development within the municipality;
- set out a basic framework for the development of a land use management system in the municipality;
- set out a capital investment framework for the municipality's development programs within a prioritisation matrix (Prioritised list of development interventions and spatial locations)
- address sustainable bioregional planning
- analysis and clarification of how sector departments will implement the SDF;
- contain a strategic assessment of the environmental impact of the SDF;
- identify programs, interventions and projects for the development of land within the municipality;
- be aligned with the SDFs of neighbouring municipalities; and
- provide a visual representation of the desired spatial form of the municipality, which
  - (i) must indicate where public and private land development and infrastructure investment should take place;
  - (ii) must indicate all cross border issues, challenges and alignment of programmes shared with neighbouring municipalities, provinces and countries
  - (iii) must indicate desired or undesired utilisation of space in a particular area;
  - (iv) must delineate the urban edge (in terms of NEMA);
  - (v) must identify areas where strategic intervention is required; and
  - (vi) must indicate areas where priority spending is required.
  - (vii) Identify existing and proposed nodal areas for the development of infrastructure and social services.

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### 3.9.2 TOWN PLANNING

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The existing Land Use Management System (LUMS) is totally outdated, being promulgated in 1968. The main objective is to create a LUMS, replace the various existing schemes regulations and fit within the legislative frameworks. It must also meet the required standards set by the responsible Provincial Government. This objective shall be achieved by the simultaneous development of a SDF and a LUMS, covering the entire municipal space in the Oudtshoorn Municipality.

**Compliance with the following provisions for the LUMS is mandatory:**

**Allocate and define land development rights** in a way which will:

- enable the most effective use of existing and proposed infrastructure, in particular the integration of land use with transportation;
- optimise access opportunities between places of residence, work, retail and recreation;
- make available suitably located land for economic development, in particular the informal sector;
- create investor confidence through the allocation of flexible, yet predictable, land development rights;
- protect and enhance those parts of the municipality which are environmentally sensitive or are of high public amenity value;





The LUMS should provide for **land development procedures and regulations** which will enable:

- (i) land use changes, including the granting of consent uses and departures from prescribed land use prescriptions,
- (ii) the upgrading of informal housing settlements,
- (iii) community and private sector involvement in the land development process;
- (iv) development or redevelopment of areas environmentally sensitive to development;
- (v) the development or redevelopment of strategic land or sites;
- (vi) urban renewal;
- (vii) any other mechanisms appropriate to the realization of the SDF

The table below displays the applications for land use development:

Detail	Formalisation of Townships		Rezoning		Built Environment	
	2010/11	2011/12	2010/11	2011/12	2010/11	2011/12
Planning application received	8	5	8	11	115	120
Determination made in year of receipt	7	5	9	9	98	100
Determination made in following year	0	0	0	0	15	14
Applications withdrawn	0	0	0	0	0	0
Applications outstanding at year end	1	0	1	2	2	6

*Table 105: Applications for Land Use Development*

Type of service	2010/11	2011/12
<b>Town planning and building control</b>		
Building plans application processed	264	368
Total surface (m2)	27 363m2	31 094m2
Approximate value	R107 045 720	R117 145 227
New residential dwellings	36	42
Residential extensions	209	191
New Business buildings	0	8
Business extensions	8	7
Rural applications	11	20

*Table 106: Town Planning and Building Control Stats*

### 3.10 LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)

The table below gives a brief description of all the achievements within local economic development during the 2011/12 financial year:

Achievement/Highlight	Description
Establishment and support of Tourism Bureau	Functional Tourism Bureau in place to market town as tourism destination



Achievement/Highlight	Description
Development of Vision 2030	Develop an long term strategy to develop the economy and create jobs
Support SMME's through entrepreneurial support fund	Created a support fund to support SMME's to secure tenders and start-up businesses

*Table 107: LED achievements*

The table below gives a brief description of all the challenges within local economic development during the 2011/12 financial year:

Description	Actions to address
Limited staff available to implement LED strategy effectively	Need to source external funding to create capacity in the LED unit
Limited funding available to make meaningful impact with LED	Apply for funding from national and provincial departments
Agriculture sector under stress with ostrich industry experiencing problems with bird flue	Will need to develop strategy to diversify the sector

*Table 108: Challenges LED*

A comprehensive LED strategy has been developed for Oudtshoorn Municipality with the primary objective to create a conducive environment for all the relevant stakeholders to pool resources and expertise in order to create a significant number of decent sustainable job opportunities in all the economic sectors. This constitutional responsibility has become even more urgent in the current climate of the global economic downturn, which has already sunk its teeth in our local economy and resulted in major job losses in various sectors. This has also brought about a more strategic focus on ensuring job retention versus the creation of new jobs. Our strategy should also illustrate how this region is going to contribute towards the national job creation and growth targets.

A core component of human development is to empower the local community to participate in the local economy in order to take charge of their own destiny and lessen the dependency on the social safety net provided by government and the relevant strategic partners. This is essentially the objective of an LED strategy with a pro-poor focus but also to strengthen the existing businesses. Skills development in the region is lacking far behind as had been indicated in the Integrated Development Plan (IDP) of Oudtshoorn Municipality and subsequent to this strategy it is essential that all the relevant stakeholders embark upon a comprehensive skills development programme. The skills development programme should essentially be directed to address the skills shortages required in the major economic sectors to ensure a market driven approach and to ensure the successful implementation of the LED Strategy.

The roll out of this strategy should also be done in a sustainable manner, meaning that the resources in the Oudtshoorn region should be optimally utilised as a catalyst for economic growth but not to the detriment of the environment. We should strike a balance to ensure that our future generation should also be in a position to utilise similar resources to address their socio-economic needs.

The LED strategy identifies various issues and strategic areas for intervention such as (3 top service delivery priorities):



Strategic areas	Description
Agriculture economy	Need to diversify the sector by producing other commodities different from the ostrich sector
Arts & Culture economy	Increase arts & culture events and build on the KKNK initiative
Infrastructure economy	Upgrade and maintain basic services and infrastructure to create an environment for business to invest.
Industrial economy	Development of industrial area and logistical infrastructure to support industrial development.
Tourism economy	Build on current tourism initiatives and create new tourism related initiatives.
Social economy	Create a vibrant social environment to create a healthy community
Knowledge economy	Build on the current training initiatives and create new initiatives to position the town as hub.

*Table 109: LED Objectives and Strategies*

## **3.10.1 ECONOMIC ACTIVITY**

The table below identifies the economic activity within the different sectors:

Economic activity by sector (R'000)			
Sector	2001	2007	Average annual growth
Agriculture, forestry and fishing	83 521	89 167	1.1%
Mining and quarrying	309	333	1.2%
Manufacturing	123 951	138 331	1.9%
Electricity and water	58 822	57 951	-0.3%
Construction	22 666	49 921	14.1%
Wholesale and retail trade, catering and accommodation	192 836	268 617	5.7%
Transport and communication	68 699	93 549	5.2%
Finance and business services	150 579	198 166	4.7%
Community, social and other personal services	256 270	289 391	2.1%
<b>Total</b>	<b>957 654</b>	<b>1 185 427</b>	<b>3.6%</b>

*Table 110: Economic Activities by sector*

The municipality developed a long term strategy to create a vibrant economy that should create sustainable job opportunities. The strategy specifically focuses on fostering entrepreneurship to create SMME opportunities. The strategy focus on 7 sectors as mentioned above with the potential to grow the economy and create job opportunities.

## **3.10.2 LED INITIATIVES**



With a limited budget for LED Projects and one official assisting with LED implementation the following has been initiated as set out in the table below and identifies the detail of the various LED initiatives in the municipal area **(Excluding EPWP projects)**:

Description of project	No of Jobs created	Total Investment	Amount spent to date	Performance Highlights
Neighbourhood Development Program	420	R35 million	R25 million	Created temporary jobs and contracting opportunities for SMME's
Entrepreneurial Support Fund	48	R250 000	R250 000	Supported 48 SMME with contracting opportunities.

*Table 111: LED projects*

Type of service	2010/11	2011/12
<b>Local economic development initiatives</b>		
Small businesses assisted	54	48
SMME's trained	80	60
Community members trained for tourism	15	0
Local artisans and crafters assisted	34	40
Wire and Poles: Fencing of refuse containers	N/A	N/A
Repair of bulk refuse containers	N/A	4
Street cleansing and refuse removal (KKNK)	Once a year	Once a year
Cleaning of open spaces	On a daily basis	On a daily basis
Refuse removal (skips)	On a daily basis	On a daily basis
Refuse removal (house hold and businesses)	On a daily basis	On a daily basis
Street cleansing (CBD)	On a daily basis	On a daily basis
Street cleansing (rural areas)	On a daily basis	On a daily basis
Complaints	On a daily basis	On a daily basis
Distribution of black refuse bags	Quarterly	Quarterly
Distribution of blue garden bags	On a daily basis bags are board at Municipal cashiers	On a daily basis available at municipal offices

*Table 112: LED Initiatives*

Due to the municipality unable to secure external loan to fund capital projects LED were unable to implement this project.

## **3.11 TOURISM**

### **3.11.1 AIM AND FUNCTION OF TOURISM SECTION**

#### **1. Coordinating tourism bureau activities**

Support marketing related activities

Develop new and support existing tourism related projects



Monitor impact of tourism on the economy

Facilitate BBBEE related initiatives in tourism sector

2. Economic Development – leveraging opportunities in the tourism sector to contribute to economic development
3. Market access opportunities – facilitating an enabling environment of products reaching markets; bridging the gap both social and geographic between rural producers and urban markets
4. Social and Human Capital Development – Focus on entrepreneurial development through training interventions.

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### 3.11.2 TRAINING/DEVELOPMENT

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Constant training programmes were frequently running in partnership with Eden District Municipality, Oudtshoorn Municipality and Red door in the following:

- Craft and design
- Hospitality
- Tourism Management
- Developmental tourism programmes
- Marketing tourism

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### 3.11.3 MARKETING SECTION

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Marketing of town and tourism activities done through the Tourism Bureau and the Cango Caves. Tourism Bureau market town at different trade shows nationally and internationally. Cango Caves with council annually attend national tourism indaba in Durban to market the caves and town as preferred destination.



## 3.11.4 TOURISM AWARENESS/EVENTS

Annual events in the Oudtshoorn Municipal Region:

Annual Event	Date
KKNK	April 2012
Classic Festival	August 2011
Sports Festival	June 2012
Christian Festival	September 2011

Table 113: Tourism Awareness/Events





## COMPONENT D: COMMUNITY AND SOCIAL SERVICES

### 3.12 LIBRARIES

In support of the Western Cape Library Services the Greater Oudtshoorn Municipality contribute to people development and the enhancement of the quality of life of all the inhabitants of the Greater Oudtshoorn through the provision and promotion of library and information services:

- which are free, equitable and readily accessible;
- and provide in the learning, information, cultural and recreational needs of the community.

#### STRATEGIC OBJECTIVES OF THE LIBRARY FUNCTION

1. To render a service to client by providing information infrastructure and access to information to all communities in the greater Oudtshoorn by receiving library material from the Western Cape Provincial Library Services.
2. Proactive in the identifying of needs, collection and development of library material, e.g. series and a current awareness service.

The Oudtshoorn Municipality has five libraries rendering the above mentioned services to the Greater Area of Oudtshoorn, namely:

- C J Langenhoven Memorial Library

The Memorial Library has 7 library assistants for the day-to-day operations of the library and 5 Conditional Grant staff members to assist school children with their assignments.

- Bridgton Library,
- Bongoletu Library
- Dysseisdorp Library and
- De Rust Library.

Each of these four libraries has a fulltime library assistant who manages the day-to-day operations of the library and a half day Conditional Grant staff member to assist school children with their assignments.



## 3.12.1 SERVICE STATISTICS - LIBRARIES

Type of service	2009/10	2011/12
<b>Libraries</b>		
Number of Libraries	5	5
Library members	26 875	30 316
Books circulated	353 971	363 792
Exhibitions held	3 every quarter	5 per month
Internet access points	0	12 Internet access points at different libraries.
New library service points or Wheelie Wagons	0	We are on the waiting list for a new library at Rosebank. We are in the process to start a depot at Volmoed School.
Children programmes	Do outreach programs for 27 schools quarterly	We were stopped by the Department of Education due to the fact that they see it as interrupting the teaching time and furthermore they see it as an enticement. However a Reading Competition for the 27 schools will still be held in the forth term.
Visits by school groups	Spelling Bee held once every year.	Two Spelling Bee competitions have been held: Grade 5, 6, 7 and 8. Grade 9, 10 and 11.
Adult programs	0	Assistance with libraries at men's prison and lady's prison. Outreach programmes are considered.
Book group meetings for adults	Issue books for 3 old age homes for a period of six months.	Issue books for 3 old age homes for a period of three months.
Primary and Secondary Book Education sessions	Cami program: 1979 lessons which are offered to scholars by all libraries.	Cami program: 2,500 lessons which are offered to scholars by all libraries.
Exhibitions	0	Local art exhibition.
<b>Archives</b>		
Archive and Africana Collection	0	The project to organise, catalogue and decoding of this collection in the library has started.
<b>Galleries</b>		
Exhibition	0	Local art are displayed at the library.
<b>Community Facilities</b>		



Type of service	2009/10	2011/12
Information Station	1	The "stoop" has been enclosed to house the reference section and study collection.
Rural Library Connectivity project	0	C J Langenhoven Memorial Library, Bongoletu Library, Dysseisdorp Library and De Rust Library have computers with internet and free of charge available to the community.

Table 114: Service stats: Libraries

## 1. CAMI programs

The Library Services of the Greater Oudtshoorn support the CAMI program of the Department of Education by operating, after school hours, additional 10 CAMI programs in the main library. This was done to give children a change to have access to these programs in order to improve their mathematical skills, their reading skills and even children as young as four years are being accommodated on these computers to start developing their perceptual skills, as well as their computer skills.

## 2. Information station

A dedicated information station equipped with a photocopier, reference works, adult and children collection as well as the study collection. A full time Conditional Grant staff member assists the users with their information needs. It is a very big asset to the library service where children can study.

## 3. Future Plans

- Strategically the following plans are being developed:
- To upgrade the standard of library computers and to migrate from PALS to SLIMS, the library computer program.
- To liaise with Western Cape Provincial Library Services to research the possibilities of establishing language laboratories to support children with reading problems and to enhance reading.
- To give the community of Rosebank, Neppon and Toekomsrus access to their own library which will be easy accessible for their children to do their assignments.

A library is planned for the coming 2012 – 2013 financial year to render a service to Rosebank, Toekomsrus and Noppon area. A business plan was presented to the Western Cape Library Services and they have placed Oudtshoorn Municipality on a waiting list.

Furthermore a process has commenced to establish a depot at Volmoed Primary School in co-operation with the Western Cape Library Service.

## 4. Challenges

A need to ensure that Western Cape Provincial Library Services adheres to its role of providing training and skills development, i.e. by means of forums, seminars and conferences.

Lack of cooperation with schools in terms of supporting the library in providing information on relevant projects and



assignments.

Allocations of funds to improve on service delivery and also encourage the Western Cape Provincial Library Services to contribute towards the operating budget.

Batho Pele principles are the 'rules of the game' for all our libraries to render a service to our community. We as Librarians see information as a right not as a privilege.

### 3.13 CEMETERIES

#### Functions:

- To provide graves to the public when needed.
- Cemetery burial records are done in paper format and electronically.
- The maintenance and cleaning of cemetery is an ongoing process.

#### Challenges and shortcomings:

- There is a shortage of personnel to help cleaning the cemetery.
- Because of the underground formation digging graves are very hard and is machinery a shortcoming.
- Capital funding was approved by council but funding never came available.

#### Measures taken to improve performance

Temperate personnel have been appointed when needed. Contractors are used to prepare graves and jackhammers have been purchased.

Major efficiencies achieved

Graves are always provided to the public. All paper based and electronic records are up to date.

#### COMMUNITIES LIVING IN PROVERTY

The same services are provided to all cemeteries.

Council has an indigent policy that will benefit the poor community that applicable to the burial cost.



## 3.13.1 CAPITAL EXPENDITURE – CEMETERIES AND CREMATORIALS

Capital Projects	2011/12				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
R'000					
Jackhammers	50	-	48	2	50

Table 115: Capital Expenditure 2011/12: Cemeteries And Crematoriums



## COMPONENT E: ENVIRONMENTAL PROTECTION

### 3.14 BIO-DIVERSITY; LANDSCAPE (INCL. OPEN SPACES); AND OTHER (COASTAL PROTECTION)

The three top delivery priorities in this area are:

#### **SAVE AND CLEAN PLAY PARK**

Private, safe clean environment for young children to enjoy and play in well maintained municipal play parks. The biggest challenges at these play parks are to manage the public and to stop the public from vandalising, abuse and misuse of these recreation areas. At this stage the Municipality has appointed caretakers at most of our troubled play parks to address our challenges. The direct consequences of the caretakers are that the play park can be managed 24 hours a day, one of our requirements for a caretaker was that they must live close to the park. With a caretaker living in close vicinity of the park we now have control of who enters the play park and their behaviour. The results of the appointment was that we provide an income for the person, our repair and maintenance cost on each play park has diminished with 80% and children can play in a safe and clean play park.

#### **BEAUTIFYING AND PLANTING OF TREES**

During the year we have planted 352 trees in the Larger Oudtshoorn area and with the help of contractors beautified the entrance to Bridgton, the road circles in Bridgton, Toekomsrus, at Smarty town and recreation area as well as Bongulethu. With these beautifying projects the community became aware of the importance of the environment, and that plants and trees improves a residential area. All these types of projects forms part of community pride and upliftment.

#### **CLEANING OF RIVER**

We have cleaned large parts of the southern part of the Grobbelaars River that flows through town. The cleaning was done to prevent the river from overflowing and damage residential property close to the river. During the cleaning process the municipality created temporary work for six months for 20 people and three contractors.

#### **1. MEASURES TAKEN TO IMPROVE PERFORMANCE**

The appointment of temporary personnel and contractors improved service delivery and received funding from other government departments.

#### **2. MAJOR EFFICIENCIES ACHIEVED**

Most of our play parks are well maintained and children can play in a safe and clean environment under supervision.

#### **3. COMMUNITIES LIVING IN PROVERTY**

These play park are in the poor communities and those children benefit from having play parks that their own community members looks after.





## 3.14.1 SERVICE STATISTICS – BIO-DIVERSITY; LANDSCAPE (INCL. OPEN SPACES); AND OTHER (COASTAL PROTECTION)

Type of service	2010/11	2011/12
<b>Bio-Diversity; Landscape (Incl. Open Spaces); And Other (Coastal Protection)</b>		
Tree planting	R 20 000	R 50 000
Heritage site clean-up	R 8 000	R 100 000
River maintenance	R 92 000	R 92 000

*Table 116: Service Statistics: Bio Diversity and Landscape*

## 3.14.2 CAPITAL EXPENDITURE – BIO-DIVERSITY; LANDSCAPE (INCL. OPEN SPACES); AND OTHER (COASTAL PROTECTION)

Capital Projects	2011/12				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
<b>R'000</b>					
Parks	300	0	290	0	300

*Table 117: Capital Expenditure 2011/12: Bio-Diversity; Landscape (Incl. Open Spaces); And Other (Coastal Protection)*



## COMPONENT F: SECURITY AND SAFETY

This component includes: Traffic; fire; disaster management, licensing and control of animals, control of public nuisances, etc.

### 3.15 TRAFFIC

Impact on Roadworthy and Licensing is that the Section honored all its appointments through multi tasking traffic officers for roadworthy and examination of Driving Licensers through training.

Traffic Law Enforcement and Road Safety Education through joint operation with SAPS and Provincial Traffic Section increased visibility and apprehension of offenders and also for the first time revenue was collected on warrant of arrest.

Six traffic officers were appointed for speed law enforcement but more traffic officers need to be appointed.

Municipality by the three By-Law Enforcement Officers was appointed to deal with enforcement of by-law on contract basis. More need to be appointed for more visibility and crime prevention.

Support given to the community through road safety education and speedy response to community complaints as relief during floods and accident to prevent secondary incidents

#### 3.15.1 SERVICE STATISTICS – TRAFFIC SERVICES

No	Details	2010/11	2011/12
		Actual No.	Actual No.
1	Number of road traffic accidents during the year	1400	1200
2	Number of by-law infringements attended	510	760
3	Number of Traffic officers in the field on an average day	7	7
4	Number of Traffic officers on duty on an average day	7	7
5	Animals impounded	0	0
6	R value - Motor vehicle licenses processed	11 171 345.55	11 652 803.90
7	Learner driver licenses processed	7 314	3833
8	Driver licenses issued	14 085	10 888
9	Fines issued for traffic offenses	20 884	48 000
10	R-value of fines collected	1 605	540 000.00
11	Operational call-outs	118	384
12	Roadblocks held	202	306
13	Complaints attended to by Traffic Officers	580	530
14	Special Functions – Escorts	410	173
15	Awareness initiatives on public safety	75	120

Table 118: Service Data for Traffic Services



## CHALLENGES – BUDGET 2011/2012

No provision has been made for the last two years.

### 3.16 FIRE

#### INTRODUCTION TO FIRE SERVICES

##### RESCUE SERVICES

Rescue Services are executed when required eg. vehicle accidents, drowning, search and rescue.

##### FIRE FIGHTING

When buildings, houses, informal housing and veld fires are burned, the fire brigade extinguishes the fires.

##### FIRE PREVENTION

Training is being done on a regular basis at schools and businesses.

##### MEASURES TAKE TO IMPROVE PERFORMANCE

A permanent Fire Station is necessary to accommodate the fire brigade. Trained Fire Fighting personnel has to be appointed to improve service delivery. Fire Fighting vehicles, appropriate equipment and sufficient fire fighting bunker gears and uniforms

##### MAJOR EFFICIENCIES ACHIEVED

None. Normal duties were performed.

##### COMMUNITIES LIVING IN POVERTY

The Section supplied blankets and food when floods occurred and informal houses burned down. Residents of informal houses are trained to prevent risk of fire



## 3.16.1 SERVICE STATISTICS – FIRE SERVICES

No.	Details	2010/11	2011/12		2012/13
		Actual #	Estimate #	Actual #	Estimate #
1	Total fires attended in the year	292	0	76	0
2	Total of other incidents attended in the year	387	0	206	0
3	Average turnout time - urban areas	±10 min	±07 min	±07 min	±05 min
4	Average turnout time - rural areas	±20 min	±20 min	±20 min	±15 min
5	Fire fighters in post at year end	0	0	0	22
6	Total fire appliances at year end	679	0	282	0
7	Average number of appliance off the road during the year	30	0	20	0
8	Total Operational call-outs	455	0	0	0
9	Reservists and volunteers trained	0	0	0	16
10	Awareness Initiatives on Fire Safety	11	0	0	0

Table 119: Service Data for Fire Services

### PERFORMANCE OF FIRESERVICES OVERALL:

The shortage of personnel prevents the services from being professionally executed. A 24 hour service has to be implemented to provide efficient service delivery to the community. There is a need for additional vehicles and equipment for the airport, Dysselsdorp, De Rust and the rural areas

## 3.17 DISASTER MANAGEMENT

### DISASTER MANAGEMENT PLAN

The Disaster Management Act (The Disaster Management Act 57 of 2002 is intended to provide for an integrated and co-ordinate Disaster Management Policy that forms or prevent the reduction of the risk of disasters, mitigating the severity of disaster emergency preparedness, rapid and effective response to disaster and post – disaster recovery.

### PREVENTING

The national centre, to the extent that it has the capacity, must give guidance to organs of state, the private sector , non-governmental organisations, communities and individuals to assess and prevent or reduce the risk of disasters, including

Ways and means of :

- Determine levels of risk,
- Assessing the vulnerability of communities and households to disaster that may occur.



Increasing the capacity of communities and households to minimise the risk and impact of disasters that may occur.

Monitoring the likelihood of and the state of alertness to disasters that may occur.

## **EMERGENCY PREPAREDNESS**

Means a state of readiness which enables organs of state and other institutions involved in disaster management, communities and individuals to mobilize, organize and provide relief measures to deal with an impending or current disaster or the effect of a disaster.

There is a shortage of personnel in the control room. Volunteers to help with preventing the reduction of a disaster. Rescue vehicles, our own disaster management building.

## **MEASURES TAKEN TO IMPROVE PERFORMANCE**

- Build up stock for the winter and flood areas.

## **MAJOR EFFICIENCIES ACHIEVED**

Distribute blankets, food parcels, gun plus, clothes to effected communities.

## **COMMUNITIES LIVING IN PROVERTY**

Patrol areas to see if there is affected communities.

Accommodate people's matjoks burnt.



## CHAPTER 4: ORGANISATIONAL DEVELOPMENT PERFORMANCE

### 4.1 NATIONAL KEY PERFORMANCE INDICATORS – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

The following table indicates the municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of the MSA. These key performance indicators are linked to the National Key Performance Area – Municipal Transformation and Organisational Development.

KPA& INDICATORS	MUNICIPAL ACHIEVEMENT	MUNICIPAL ACHIEVEMENT
	2010/11	2011/12
The number of people from <b>employment equity</b> target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	1	5
The percentage of a municipality's budget actually spent on implementing its workplace skills plan	0.5	76

*Table 120: National KPIs– Municipal Transformation and Organisational Development*

### 4.2 INTRODUCTION TO THE MUNICIPAL WORKFORCE

The Oudtshoorn Municipality currently employs **610** (excluding non-permanent positions) officials, who individually and collectively contribute to the achievement of Municipality's objectives. The primary objective of Human Resource Management is to render an innovative HR service that addresses both skills development and an administrative function.

#### 4.2.1 EMPLOYMENT EQUITY

The Employment Equity Act (1998) Chapter 3, Section 15 (1) states that affirmative action measures are measures designed to ensure that suitable qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of a designated employer. The national performance indicator also refers to: "Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan"





## A EMPLOYMENT EQUITY TARGETS/ACTUAL

African			Coloured			Indian			White		
Target June	Actual June	Target reach	Target June	Actual June	Target reach	Target June	Actual June	Target reach	Target June	Actual June	Target reach
188	140	74	379	406	107	7	1	14	161	119	74

Table 121: 2010/11 EE targets/Actual by racial classification

Male			Female			Disability		
Target June	Actual June	Target reach	Target June	Actual June	Target reach	Target June	Actual June	Target reach
341	489	143	363	156	43	4	1	25

Table 122: 2010/11 EE targets/actual by gender classification

## B EMPLOYMENT EQUITY VS. POPULATION

Description	African	Coloured	Indian	White	Total
Population numbers	6963	60733	464	11464	79624
% Population	8.7	76	0.5	14	100
Number for positions filled	122	379	1	108	610
Number for positions filled for the 2011/12 financial year	10	13	0	1	24
% for Positions filled	1.8	0.6	0	0.9	0.8

Table 123: EE population 2011/12

## C OCCUPATIONAL CATEGORIES – RACE

Below is a table that indicates the number of employees by race within the specific occupational categories (including councillors):

Posts filled									
Occupational categories	Male				Female				Total
	A	C	I	W	A	C	I	W	
Legislators, senior officials and managers	5	14	0	17	5	6	0	3	50
Professionals	7	16	0	12	5	7	0	3	50
Technicians and associate professionals	8	1	0	32	11	2	0	0	54
Clerks	3	12	0	1	6	30	1	63	116
Service and sales workers	3	2	0	7	3	9	0	1	25
Craft and related trades workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	24	101	0	24	11	12	0	4	176
Elementary occupations	21	83	0	11	7	13	0	4	139



Posts filled									
Occupational	Male				Female				Total
categories	A	C	I	W	A	C	I	W	
Total permanent	71	229	0	104	48	79	1	78	610
Non- permanent	9	46	1	5	17	37	0	5	120
Grand total	80	275	1	109	65	116	1	83	730

Table 124: Occupational Categories

## D) OCCUPATIONAL LEVELS - RACE

The table below categories the number of employees by race within the occupational levels

Occupational	Male				Female				Total
Levels	A	C	I	W	A	C	I	W	
Top Management	1	2	0	1	1	0	0	0	5
Senior management	2	8	0	10	2	1	0	1	24
Professionally qualified and experienced specialists and mid- management	11	31	0	24	5	10	0	3	84
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	30	132	0	24	19	46	1	19	271
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	34	117	0	21	19	28	0	7	226
Total permanent	78	290	0	80	46	85	1	30	610
Non- permanent employees	9	46	1	5	17	37	0	5	120
Grand total	87	336	1	85	63	122	1	35	730

Table 125: Occupational Levels



## E) DEPARTMENTS - RACE

The following table categories the number of employees by race within the different departments:

Department	Male				Female				Total
	A	C	I	W	A	C	I	W	
Office of the Municipal Manager	8	16	0	5	2	10	0	0	41
Corporate Services	4	5	0	1	5	14	0	10	39
Financial Services	1	10	0	9	5	14	1	24	64
Infrastructure Services	29	100	0	60	11	21	0	19	240
Community Services	29	98	0	29	25	30	0	25	236
<b>Total permanent</b>	<b>71</b>	<b>229</b>	<b>0</b>	<b>104</b>	<b>48</b>	<b>79</b>	<b>1</b>	<b>78</b>	<b>610</b>
Non- permanent	9	46	1	5	17	37	0	5	120
<b>Grand total</b>	<b>80</b>	<b>275</b>	<b>1</b>	<b>109</b>	<b>65</b>	<b>116</b>	<b>1</b>	<b>83</b>	<b>730</b>

Table 126: Department - Race

## 4.2.2 VACANCY RATE

The approved organogram for the municipality had **697** posts for the 2011/12 financial year. The actual positions filled are indicated in the tables below by post level and by functional level. **87** Posts were vacant at the end of 2011/12, resulting in a vacancy rate of **12%**.

Below is a table that indicates the vacancies within the municipality:

PER POST LEVEL		
Post level	Filled	Vacant
MM & MSA section 57 & 56	5	0
Middle management	24	2
Professionals	81	9
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	271	4
Unskilled and defined decision making	0	0
General Workers	229	72
<b>Total</b>	<b>610</b>	<b>87</b>
PER FUNCTIONAL LEVEL		
Functional area	Filled	Vacant
Office of the Municipal Manager	29	1
Corporate Services	46	4
Financial Services	60	4



PER POST LEVEL		
Post level	Filled	Vacant
Infrastructure Services	310	30
Community Services	165	48
<b>Total</b>	<b>610</b>	<b>87</b>

*Table 127: Vacancy rate per post and functional level*

The table below indicates the number of staff per level expressed as total positions and current vacancies express as full time staff equivalents:

Salary Level	Number of current critical vacancies	Number total posts as per organigram	Vacancy job title	Vacancies (as a proportion of total posts per category)
Municipal Manager	0	1	0	0
Chief Financial Officer	0	1	0	0
Other Section 57 Managers	0	3	0	0
Senior management	2	24	Manager Contract & Legal Manager Electro	2
Highly skilled supervision	1	27	Superintendent: Electrician	1
<b>Total</b>	<b>3</b>	<b>56</b>	-	<b>3</b>

*Table 128: Vacancy rate per salary level*

## 4.2.3 TURNOVER RATE

A high turnover may be costly to a municipality and might negatively affect productivity, service delivery and institutional memory/organizational knowledge. Below is a table that shows the turnover rate within the municipality. The turnover rate shows a **decrease** from **4.17%** in 2010/11 to **1.13%** in 2011/12.

The table below indicates the turn-over rate over the last three years:

Financial year	Total appointments as at 30 June 2012	Total new appointments during the year	Terminations during the year	Turn-over Rate
	#	#	#	%
2010/11	575	73	24	4.17
2011/12	610	24	27	1.13

*Table 129: Turnover Rate*



## 4.3 MANAGING THE MUNICIPAL WORKFORCE

Managing the municipal workforce refers to analysing and coordinating employee behaviour.

### 4.3.1 INJURIES

An occupational injury is a personal injury, disease or death resulting from an occupational accident. Compensation claims for such occupational injuries are calculated according to the seriousness of the injury/disease and can be costly to a municipality. Occupational injury will influence the loss of man hours and therefore financial and productivity performance.

The injury rate shows a slight **decrease** for the 2011/12 financial year from **107** employees injured against **147** employees in the 2010/11 financial year.

Incidents are investigated to determine whether there was any negligence involved to ensure that it is an actual injury on duty.

The table below indicates the total number of injuries within the different directorates:

Directorates	2010/11	2011/12
Office of the Municipal Manager	3	3
Corporate Services	3	2
Financial Services	3	2
Infrastructure Services	68	46
Community Services	70	53
<b>Total</b>	<b>147</b>	<b>107</b>

Table 130: Injuries

### 4.3.2 SICK LEAVE

The number of day's sick leave taken by employees has service delivery and cost implications. The monitoring of sick leave identifies certain patterns or trends. Once these patterns are identified, corrective action can be taken.

The total number of employees that have taken sick leave during the 2011/12 financial year shows an **increase** when comparing it with the 2010/11 financial year.



The table below indicates the total number sick leave days taken within the different directorates:

Department	2010/11	2011/12
Office of the Municipal Manager	80	183
Corporate Services	376.37	344
Financial Services	283.57	370.50
Infrastructure Services	2 000	1790
Community Services	1 604	1667
<b>Total</b>	<b>4 343.94</b>	<b>4356.50</b>

Table 131: Sick Leave

### 4.3.3 HR POLICIES AND PLANS

Policies and plans provide guidance for fair and consistent staff treatment and a consistent approach to the managing of staff.

The table below shows the HR policies and plans that are approved and that still needs to be developed:

#### Approved policies

Name of policy	Date approved/ revised
Training and Development Policy	2008
Standby Policy	2008
Language Policy	2008
Appointment Policy	2008
Absenteeism and Desertion Policy	2008
Cellular phones Policy	2008
Overtime Policy	2008
Declaration of Interest by Councillors Policy	2008
Sexual Harassment policy	2008
Temporary Workers Policy	2008
Permits for PDP Policy	2008
Private Work Policy	2008
Smoking policy	2008
Non attendance at Conferences Policy	2008
Subsistence & Travelling Policy	2008
HIV & AIDS Policy	2008
Agreement on Conditions of Service Policy	2008
Organisational Rights Agreement Policy	2008
Study Bursary Scheme Policy	2008
Incapacity due to ill health Policy	2008
Incapacity: Poor Performance Policy	2008





Name of policy	Date approved/ revised
Occupational Health & Safety Policy	2008
Leave Policy	2008
<b>Policies still to be developed</b>	
<b>Name of policy</b>	
Confidentiality Policy	
Induction Policy	
Relocation Policy	
Disciplinary Policy and Procedures	
Grievance Policy and Procedures	
Substance Abuse Policy	
Transfer and Migration Policy	
Rehabilitation Policy	
Employee Assistance Program (EAP) Policy	
Whistle Blowing Policy	
Use of Official Vehicle Policy	
Performance Rewards Policy	

*Table 132: HR policies and plans*

HR is still waiting for a suitable date to workshop the policies and that depends on availability of councillors and management.

## **4.4 CAPACITATING THE MUNICIPAL WORKFORCE**

Section 68(1) of the MSA states that a municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. For this purpose the human resource capacity of a municipality must comply with the Skills Development Act (SDA), 1998 (Act No. 81 of 1998), and the Skills Development Levies Act, 20 1999 (Act No. 28 of 1999).



## 4.4.1 SKILLS MATRIX

The table below indicates the number of employees that received training in the year under review:

Management level	Gender	Number of employees identified for training at start of the year	Number of Employees that received training
MM and S57	Female	0	0
	Male	0	0
Legislators, senior officials and managers	Female	2	2
	Male	1	1
Associate professionals and Technicians	Female	0	0
	Male	1	1
Professionals	Female	3	3
	Male	2	2
Clerks	Female	14	14
	Male	2	2
Service and sales workers	Female	0	0
	Male	11	9
Craft and related trade workers	Female	0	0
	Male	14	14
Plant and machine operators and assemblers	Female	0	0
	Male	25	25
Elementary occupations	Female	0	0
	Male	3	3
Sub total	Female	19	19
	Male	59	57
Total		78	76

*Table 133: Skills Matrix*

The reason for the total work force not being trained is due to the following:

- Insufficient funds budgeted for training
- Shortage of staff to be released for training

The following training was provided for employees trained:

- Skills programs and other short courses
- Minimum competencies
- Water learner ships
- Admin and bookkeeping learner ship



- Telematic water learner ship
- Local Government Accounting certificate
- Internal audit technician

## **4.4.2 SKILLS DEVELOPMENT – TRAINING PROVIDED**

The Skills Development Act (1998) and the Municipal Systems Act, (2000), require employers to supply employees with the necessary training in order to develop its human resource capacity. Section 55(1)(f) states that as head of administration the Municipal Manager is responsible for the management, utilization and training of staff.

Occupational categories	Gender	Number of employees as at the beginning of the financial year	Training provided within the reporting period						
			Learnerships		Skills programmes& other short courses		Total		
			Actual	Target	Actual	Target	Actual	Target	% Variance
MM and S57	Female	1	0	0	1	1	1	1	0.00
	Male	4	0	0	4	4	4	4	0.00
Legislators, senior officials and managers	Female	4	0	0	3	4	3	4	-25.00
	Male	20	0	0	10	12	10	12	-16.67
Professionals	Female	18	0	0	3	3	3	3	0.00
	Male	66	0	0	7	7	7	7	0.00
Technicians and associate professionals	Female	85	5	5	6	6	11	11	0.00
	Male	186	13	15	15	18	28	33	-15.15
Clerks	Female	0	0	0	0	0	0	0	0.00
	Male	0	0	0	0	0	0	0	0.00
Service and sales workers	Female	55	0	0	0	0	0	0	0.00
	Male	174	30	34	0	0	30	34	-11.76
Craft and related trade workers	Female	0	0	0	0	0	0	0	0.00
	Male	0	0	0	0	0	0	0	0.00
Plant and machine operators and assemblers	Female	0	0	0	0	0	0	0	0.00
	Male	0	0	0	0	0	0	0	0.00
Elementary occupations	Female	0	0	0	0	0	0	0	0.00
	Male	0	0	0	0	0	0	0	0.00
Sub total	Female	163	5	5	13	14	18	19	5.26
	Male	450	43	49	36	41	79	90	12.22
Total		613	48	54	49	55	97	109	11.01

Table 134: Skills Development



## 4.4.3 SKILLS DEVELOPMENT - BUDGET ALLOCATION

The table below indicates that a total amount of **R1 240 000** were allocated to the workplace skills plan and that **76%** of the total amount was spent in the 2011/12 financial year:

Financial year	Total personnel budget	Total Allocated	Total Spend	% Spent
2010/11	108 697 266	1 369 090	1 964 090	143.46
2011/12	124 118 514	1 240 000	964 619	77.79

*Table 135: Table 63: Budget allocated and spent for skills development*

## 4.5 MANAGING THE MUNICIPAL WORKFORCE EXPENDITURE

Section 66 of the MSA states that the accounting officer of a municipality must report to the Council on all expenditure incurred by the municipality on staff salaries, wages, allowances and benefits. This is in line with the requirements of the Public Service Regulations, (2002), as well as National Treasury Budget and Reporting Regulations SA22 and SA23.

### 4.5.1 PERSONNEL EXPENDITURE

The percentage personnel expenditure is essential in the budgeting process as it reflects on current and future efficiency. The table below indicates the percentage of the municipal budget that was spent on salaries and allowance for the past three financial years and that the municipality is well within the national norm of between 35 to 40%:

Financial year	Total Expenditure salary and allowances	Total Operating Expenditure	Percentage
	R'000	R'000	(%)
2010/11	120 763	333 461	36
2011/12	135 405	366 792	37

*Table 136: Table 64: Personnel Expenditure*



## 4.5.1 PERSONNEL EXPENDITURE

Below is a summary of Councillor and staff benefits for the year under review:

Financial year	2010/11	2011/12		
Description	Actual	Original Budget	Adjusted Budget	Actual
<b>Councillors (Political Office Bearers plus Other)</b>				
Salary	3 704 320	3 791 033	4 631 012	5 033 198
Pension Contributions	552 945	717 880	631 886	258 165
Medical Aid Contributions	0	0	0	0
Motor vehicle allowance	1 363 873	1 595 285	1 543 836	1 772 014
Cell phone allowance	266 446	349 673	286 374	261 905
Housing allowance	0	0	0	0
Other benefits or allowances	0	0	0	0
In-kind benefits	0	0	0	0
<b>Sub Total – Councillors</b>	<b>5 887 584</b>	<b>6 453 871</b>	<b>7 093 108</b>	<b>7 325 281</b>
<b>% increase/ (decrease)</b>	<b>-</b>	<b>(9.6)</b>	<b>9.9</b>	<b>24</b>
<b>Senior Managers of the Municipality</b>				
Salaries	2 749 969	2 668 845	3 254 233	2 528 870
Pension Contributions	0	0	0	0
Medical Aid Contributions	0	0	0	0
Motor vehicle allowance	405 529	295 000	655 000	403 496
Cell phone allowance	0	0	0	21 000
Housing allowance	0	0	0	0
Performance Bonus	0	0	0	0
Other benefits or allowances	453 449	64 980	64 980	185 407
In-kind benefits	0	0	0	0
<b>Sub Total - Senior Managers of Municipality</b>	<b>3 608 947</b>	<b>3 028 825</b>	<b>3 974 213</b>	<b>3 138 773</b>
<b>% increase/ (decrease)</b>	<b>-</b>	<b>(16.1)</b>	<b>31.2</b>	<b>(13.03)</b>
<b>Other Municipal Staff</b>				
Basic Salaries and Wages	65 376 696	80 904 452	71 646 906	70 522 230
Contributions to UIF, Medical and Pension	15 779 937	18 343 731	16 815 362	17 165 124
Severance packages	1 691 863	0	0	0
Temporary staff	2 595 982	4 583 092	4 583 092	4 963 665
Skills development levy	777 513	870 028	870 028	777 513
Cell phone allowance	275 526	276 000	437 382	289 366
Travelling allowance	2 467 823	2 245 738	2 587 956	3 150 690
Housing allowance	730 686	761 437	799 984	758 608



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Financial year	2010/11	2011/12		
Description	Actual	Original Budget	Adjusted Budget	Actual
Standby allowance	905 638	854 173	854 173	902 891
Acting allowance	1 839 124	2 085 343	2 085 343	1 989 160
Leave payment	1 452 340	0	0	0
Overtime	4 350 884	4 121 566	4 606 651	4 925 775
Bonus	4 749 189	5 035 692	5 035 692	4 749 189
Bargaining council	29 471	117 054	117 054	29 319
Workman's compensation	598 132	851 599	851 599	579 132
Contributions to provisions	1 077 065	5 903 134	7 403 134	10 797 455
Other benefits or allowances	6 568 086	8 000 000	1 492 944	3 341 704
<b>Sub Total - Other Municipal Staff</b>	<b>111 265 955</b>	<b>114 652 924</b>	<b>120 187 300</b>	<b>124 941 821</b>
<b>% increase/ (decrease)</b>	<b>-</b>	<b>(0.1)</b>	<b>4.8</b>	<b>12.29</b>
<b>Total Municipality</b>	<b>120 762 486</b>	<b>124 135 620</b>	<b>131 254 621</b>	<b>135 405 875</b>
<b>% increase/ (decrease)</b>	<b>-</b>	<b>(0.1)</b>	<b>5.7</b>	<b>12</b>

**Table 137: Personnel Expenditure**

*\*Note: figures in the previous years were amended and will therefore not match the figures in the previous year annual report*





## **CHAPTER 5: FINANCIAL PERFORMANCE**

### **COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE**

The Statement of financial performance provides an overview of the financial performance of the municipality and focuses on the financial health of the municipality.

#### **5.1 FINANCIAL SUMMARY**

The table below indicates the summary of the financial performance for the 2011/12 financial year:

Description	2010/11	2011/12	2011/12		2011/12 Variance	
	Actual (Audited Outcome)	Original Budget	Adjusted Budget	Actual	Original Budget	Adjust- ments Budget
	R'000				%	
Financial Performance						
Property rates	37 145	41 800	43 396	40 934	-2.07	-5.67
Service charges	173 062	240 765	225 886	204 090	-15.23	-9.66
Investment revenue	8 092	3 420	6 340	7 687	1.25	2.54
Transfers recognised - operational	59 149	61 434	62 582	56 442	-8.13	-9.81
Other own revenue	15 018	27 077	22 117	20 863	-22.95	-5.67
Total Revenue (excluding capital transfers and contributions)	292 466	374 496	360 320	330 013	-11.88	-8.41
Employee costs	114 875	117 682	124 119	128 080	8.84	3.19
Remuneration of councillors	5 888	6 453	7 093	7 325	13.51	3.27
Depreciation & asset impairment	17 589	12 438	21 812	19 891	-59.92	-8.81
Finance charges	9 546	21 812	10 438	9 286	-57.43	-11.04
Materials and bulk purchases	77 634	99 840	92 840	101 206	1.37	9.01
Transfers and grants	21 730	23 439	23 439	18 489	-21.12	-21.12
Other expenditure	86199	125 077	115 999	82 512	-34	-28.8
Total Expenditure	333 461	406 740	395 739	366 792	-9.82	-7.31
Surplus/(Deficit)	-40 995	-32 244	-35 419	-36 779	-14.06	-3.84
Transfers recognised - capital	15 685	39 161	33 606	30 944	-20.98	-7.92
Contributions recognised - capital & contributed assets	0	0	0	0	0	0
Surplus/(Deficit) after capital transfers & contributions	-25 310	6 917	1 813	-5835	-184.36	-221.66
Share of surplus/ (deficit) of associate	0	0	0	0	0	0
Surplus/(Deficit) for the year	-25 310	6 917	1 813	-5835	-184.36	-221.66
Capital expenditure & funds sources						
Capital expenditure	49 740	81 337	42 174	35 048	-56.9	-16.9
Transfers recognised - capital	15 685	39 161	33 606	30 944	20.98	-7.92
Public contributions & donations		0	0	0	0	0



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Description	2010/11	2011/12	2011/12		2011/12 Variance	
	Actual (Audited Outcome)	Original Budget	Adjusted Budget	Actual	Original Budget	Adjust- ments Budget
	R'000				%	
Borrowing	34 055	39 936	7 569	0	0	0
Internally generated funds		2 240	1 000	4 104	83.21	314
<b>Total sources of capital funds</b>	49 740	81 337	42 174	35 048	-56.9	-16.9
<b>Financial position</b>						
Total current assets	113 562	91 113	101 351	79705	-12.52	-21.36
Total non current assets	612 866	327 936	288 773	627 757	91.42	117.39
Total current liabilities	77 011	81 749	52 796	74 999	-2.34	-42.05
Total non current liabilities	211 375	157 892	137 461	200 257	26.86	45.68
Community wealth/Equity	438 041	179 408	199 868	432 207	140.93	116.25
<b>Cash flows</b>						
Net cash from (used) operating	24 800	50 360	21 184	10 784	-78.59	-49.09
Net cash from (used) investing	-49 908	-81 337	-42 174	-34 948	-57.03	-17.13
Net cash from (used) financing	38 116	32 464	33	-9 260	-71.48	-71.94
<b>Nett Increase in Cash/cash equivalents at the year end</b>	<b>13 008</b>	<b>1 487</b>	<b>-20 957</b>	<b>-33 424</b>		
<b>Cash backing/surplus reconciliation</b>						
Cash and investments available	48 988	30 858	41 300	15 564	-49.56	-62.4
Application of cash and investments	9 676	9 218	27 858	8 358	-9.3	-70
<b>Balance - surplus (shortfall)</b>	<b>39 313</b>	<b>21 640</b>	<b>13 442</b>	<b>7 206</b>	<b>-66.7</b>	<b>-46.89</b>
<b>Asset management</b>						
Asset register summary (WDV)	516 663	327 936	362 752	532 293	-62.32	-46.74
Depreciation & asset impairment	17 590	21 812	21 812	19 879	-8.86	-8.86
Repairs and Maintenance	12 515	13 007	14 034	12 672	-2.58	-9.71
<b>Free services</b>						
Cost of Free Basic Services provided	11 955	18 207	18 207	13 708	-4 499	-4 499
<i>Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.</i>						

Table 138: Financial Performance 2011/12



The table below shows a summary of performance against budgets

FinancialYear	Revenue				Operating expenditure			
	Budget	Actual	Diff.	%	Budget	Actual	Diff.	%
	R'000				R'000			
2010/11	346 585	308 151	38 434	11	329 988	333 092	3 104	1
2011/12	378 480	370 758	7 721	2	380 293	376 593	3 700	1

Table 139: Performance against budgets

The municipality received **R 370,7 million** revenue for the 2011/12 year of which **R376, 5 million** was utilized for operating expenditure. Employee Related Costs and expenditure with regards to Bulk Services make up most of the total operating expenditure of the municipality. Municipal Services and Government Grants, account for most of the revenue for the year under review. Budget Variances for 2011/12 are less than 5%, which is acceptable.

## 5.2 GRANTS

### 5.2.1 GRANT PERFORMANCE

The table below indicates the Grant performance for the 2011/12 financial year:

The Municipality had a total amount of **R30.9million** for infrastructure and other capital projects available that was received in the form of grants from the National and Provincial Governments during the 2011/12 financial year. Grants amounting to **R56,4 million** was available to the municipality to fund operating expenditure. **91%**Of grants received were spent during the financial year. The performance in the spending of these grants is summarised as follows:

Description	2010/11	2011/12			2011/12 Variance	
	Actual	Budget	Adjust- ments Budget	Actual	Original Budget	Adjust- ments Budget
	R'000				%	
Operating and Capital Transfers and Grants						
National Government:	56 318	72 759	75 811	76 344	4.93	0.7
Equitable share	35 403	37 618	37 618	37 596	-0.06	-0.06
Municipal Systems Improvement	750	790	790	731	-7.47	-7.47
Department of Water Affairs	2 027	1 421	1 421	1 894	32.76	32.76
Regional Bulk Infrastructure Grant (RBIG)	0	0	1 000	1000	100	0.00
Finance Management	1 000	1 250	1 250	1 022	18.24	18.24
MIG	10 869	14 431	14 431	14 431	0.00	0.00
EPWP	1 695	2 398	2536	2982	24.4	17.59
DME	298	851	2634	1567	86.2	-37.24



Description	2010/11	2011/12			2011/12 Variance	
	Actual	Budget	Adjust-ments Budget	Actual	Original Budget	Adjust-ments Budget
	R'000				%	
NDPG	4 276	14 000	13 879	13 924	-0.86	0.32
CRDP		0	0	636	100	100
SETA		0	252	561	100	122.6
<b>Provincial Government:</b>	<b>14 787</b>	<b>17 810</b>	<b>15 437</b>	<b>14 309</b>	<b>-36.6</b>	<b>-14.7</b>
Housing	14 033	15 927	9516	10332	-35.13	-8.58
Finance Management support grant	0	0	100	100	100.00	0.00
Library Grant	568	597	597	597	0	0
CDW Support Grant	75	78	118	104	33.33	-16.38
Housing Consumer Education	11	53	53	0	100	100
Public transport Facilities			2000	2021	0	1.05
Military Sport Academy			1000	0	100	100
Public transport	100	1 155	2 053	1 155	0	-43.74
<b>Total Operating and Capital Transfers and Grants</b>	<b>71 105</b>	<b>90 569</b>	<b>91 248</b>	<b>90 653</b>	<b>0.093</b>	<b>0.65</b>

Table 140: Grant Performance for 2011/12

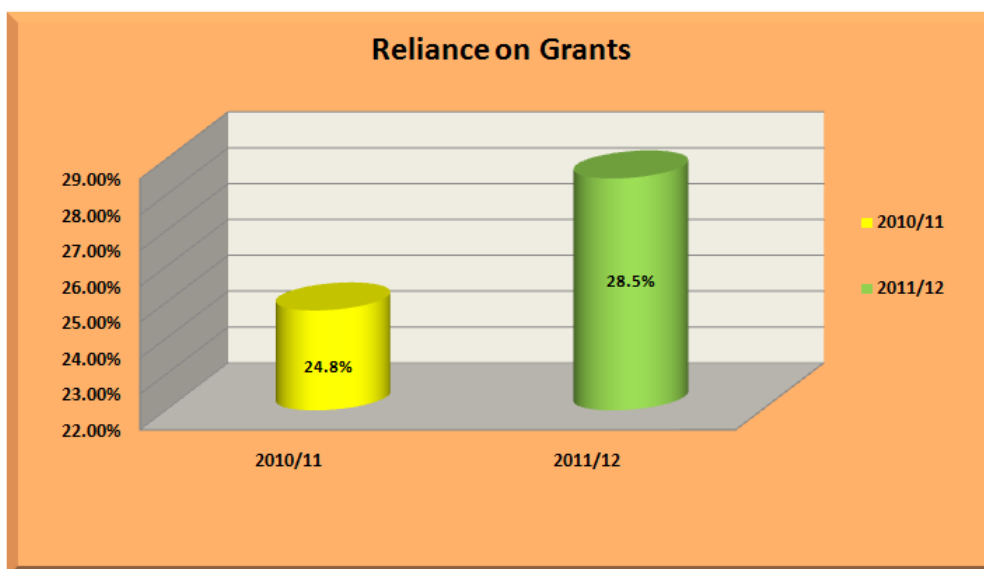
## 5.2.2 LEVEL OF RELIANCE ON GRANTS & SUBSIDIES

Financial year	Total grants and subsidies received	Total Operating Revenue	Percentage
	R'000		%
2010/11	76 207	307 476	24.8
2011/12	87 531	360 134	24.2

Table 141: Reliance on grants



The following graph indicates the municipality's reliance on grants as percentage for the last three financial years



*Graph 20: Reliance on grants as %*

Reliance on operating and capital grants reduced by 0.5 % year on year.

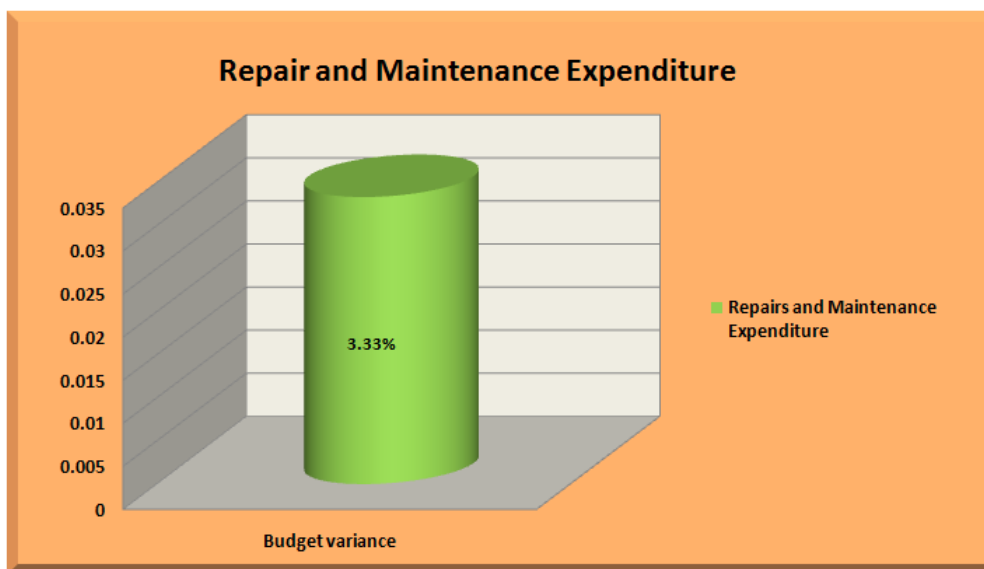
## 5.2.3 REPAIRS AND MAINTENANCE

Repair and Maintenance Expenditure 2011/12				
Description	Original Budget	Adjustment Budget	Actual	Budget Variance
Repairs and Maintenance Expenditure	406 739	380 293	12 672	3.3

*Table 142: Repairs & maintenance as % of total Operating Expenditure*



The following graph indicates the percentage of the budget that was spent on repairs & maintenance in relation to the operational budget



Graph 21: Repairs and Maintenance

Only **3.3%** of the total operating budget was spent on repairs and maintenance of municipal property, plant and equipment. This is well below the national norm and should be improved over the next MTREF.

## 5.3 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

### 5.3.1 LIQUIDITY RATIO

Description	Basis of calculation	2010/11	2011/12
		Audited outcome	Pre-audit outcome
Current Ratio	Current assets/current liabilities	1.8	1.47
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	0.75	0.24
Liquidity Ratio	Monetary Assets/Current Liabilities	1.44	1.03

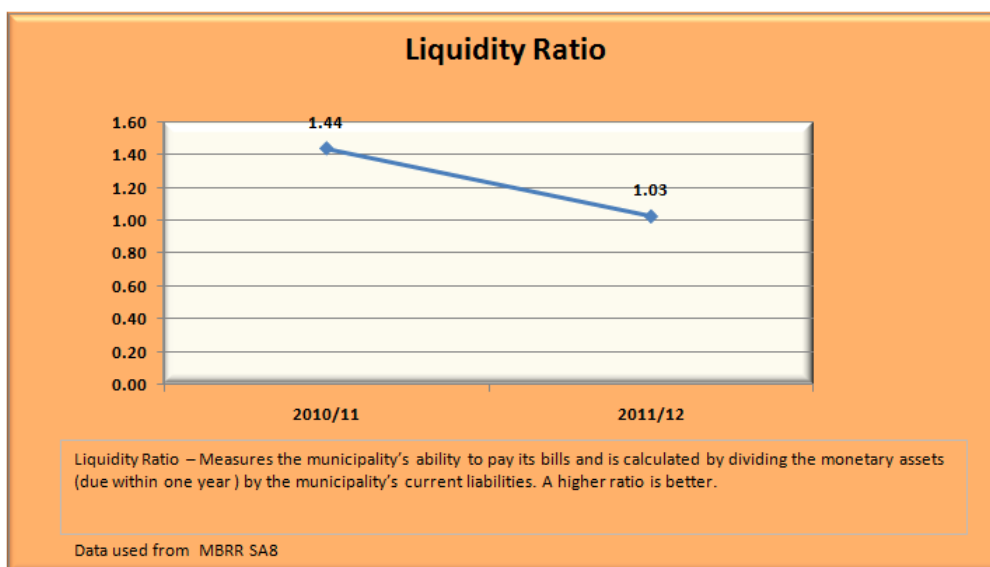
Table 143: Liquidity Financial Ratio

Oudtshoorn Municipality is still functioning inside the acceptable liquidity norm. The Municipality has a positive liquidity ratio. It decreased from **1.44:1 to 1.03:1**. The largest contributor to the decrease in the current liabilities is the trade and other payables.





The following graph indicates the liquidity financial ratio for 2011/12:



Graph 22: Liquidity Ratio

## 5.3.2 IDP REGULATION FINANCIAL VIABILITY INDICATORS

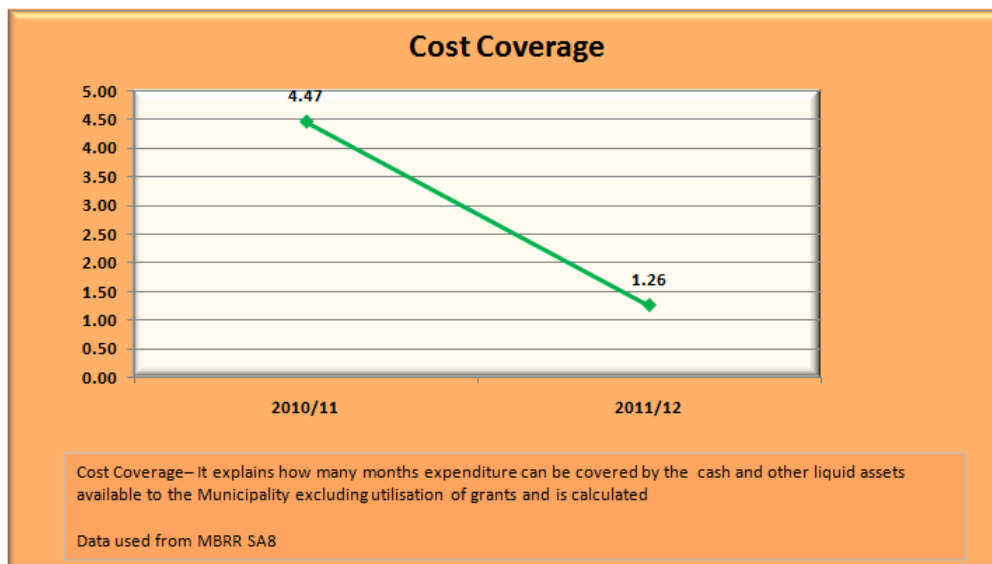
Description	Basis of calculation	2010/11	2011/12
		Audited outcome	Pre-audit outcome
Cost Coverage	(Available cash + Investments)/monthly fixed operational expenditure	4.47	1.26
Total Outstanding Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	34	30.4
Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year	1.44	1.49

Table 144: Financial Viability National KPAs



## 5.3.2.1 COST COVERAGE

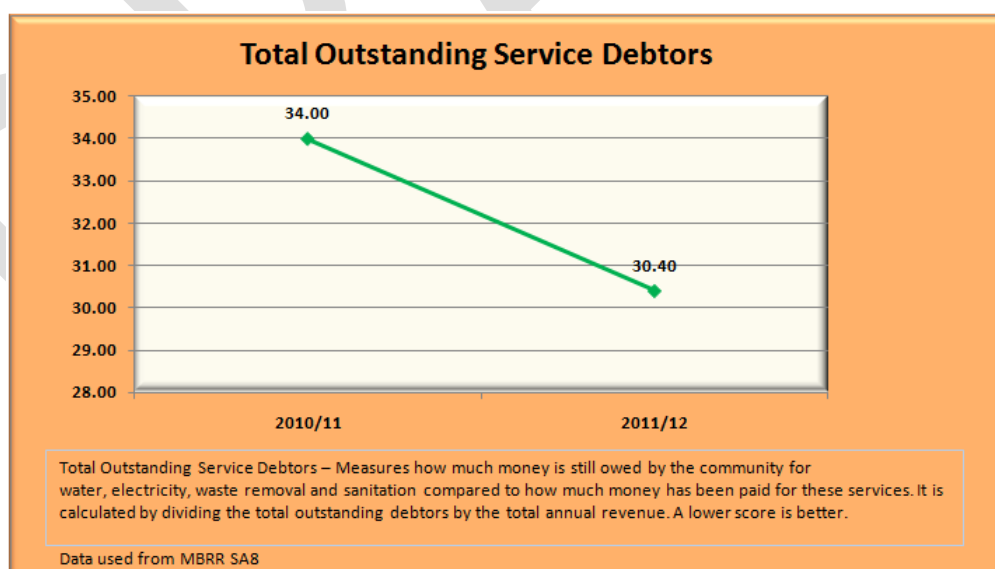
The following graph indicates the cost coverage financial viability indicator:



Graph 23: Cost Coverage

## 5.3.2.2 OUTSTANDING SERVICE DEBTORS TO REVENUE

The following graph indicates the outstanding service to revenue financial viability indicator:

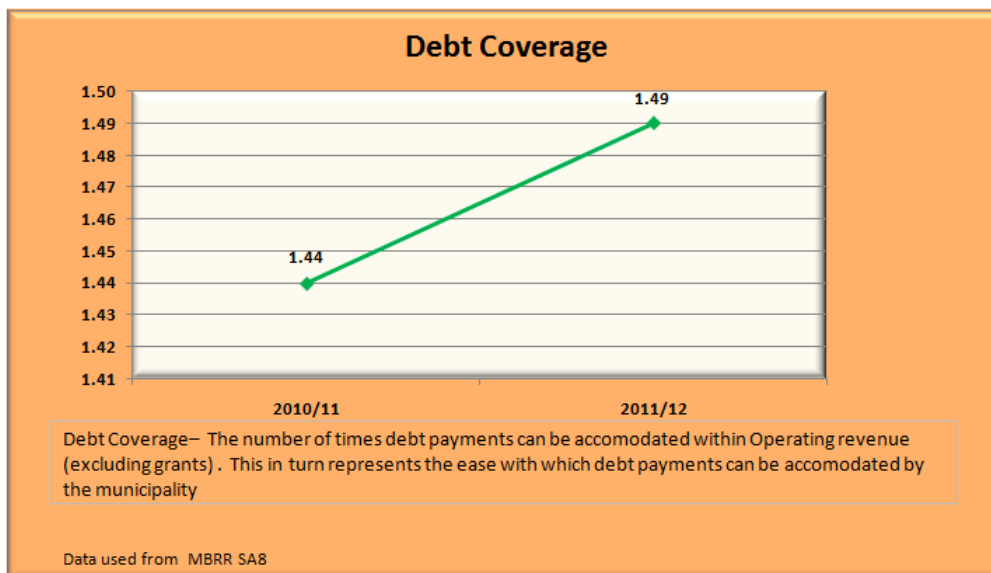


Graph 24: Total Outstanding Service Debtors



## **5.3.2.3 DEBT COVERAGE**

The following graph indicates the debt coverage financial viability indicator:



*Graph 25: Debt Coverage*

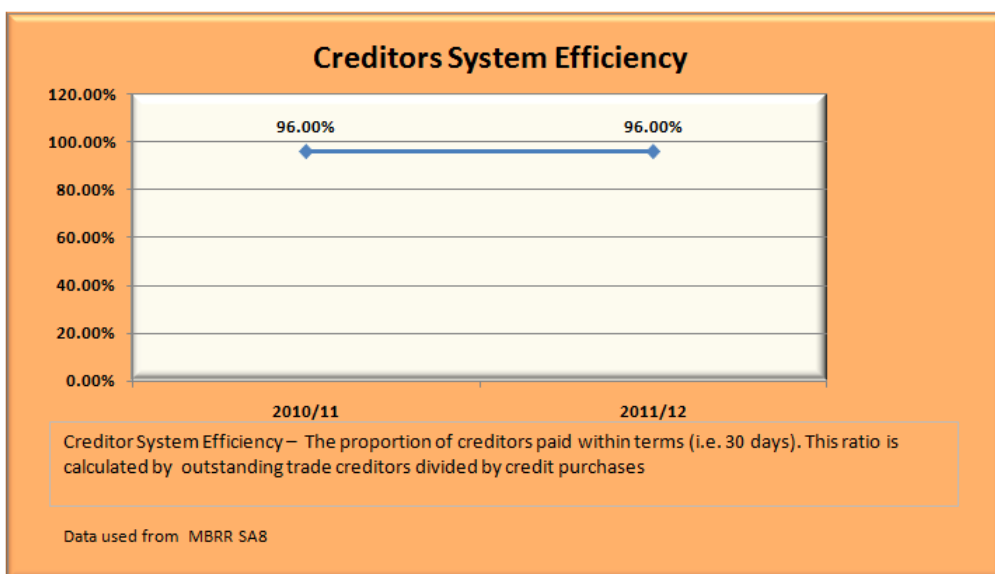
## **5.3.3 CREDITORS MANAGEMENT**

Description	Basis of calculation	2010/11	2011/12
		Audited outcome	Pre-audit outcome
Creditors System Efficiency	% of Creditors Paid Within Terms (within 'MFMA' s 65(e))	96.00%	96.00%

*Table 145: Creditors Management*



The following graph indicates the percentage of all creditors paid within terms:



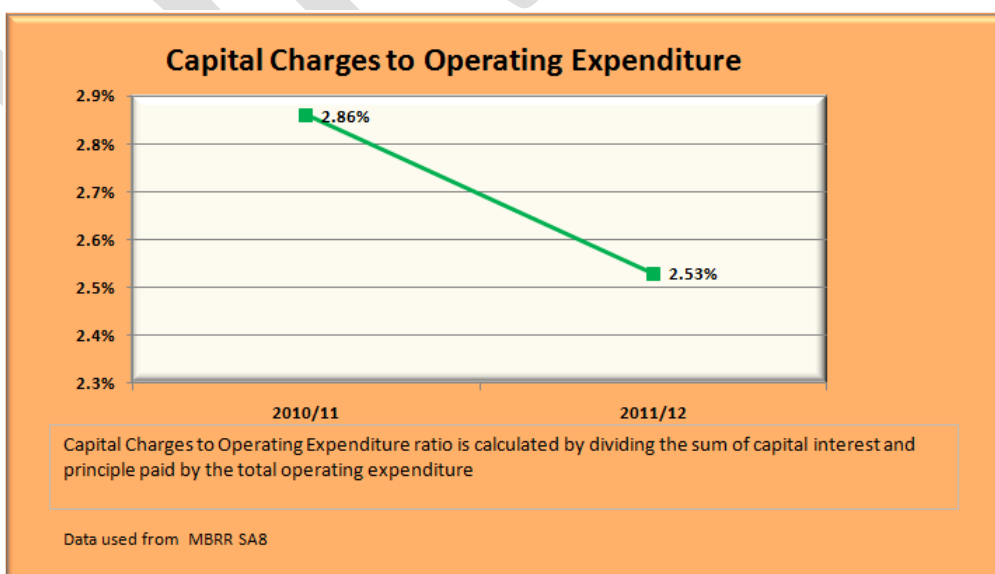
Graph 26: Creditors Ratio

## 5.3.4 BORROWING MANAGEMENT

Description	Basis of calculation	2010/11	2011/12
		Audited outcome	Pre-audit outcome
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	2.86%	2.53%

Table 146: Borrowing Management

The following graph indicates the ratio of capital charges to operating expenditure:





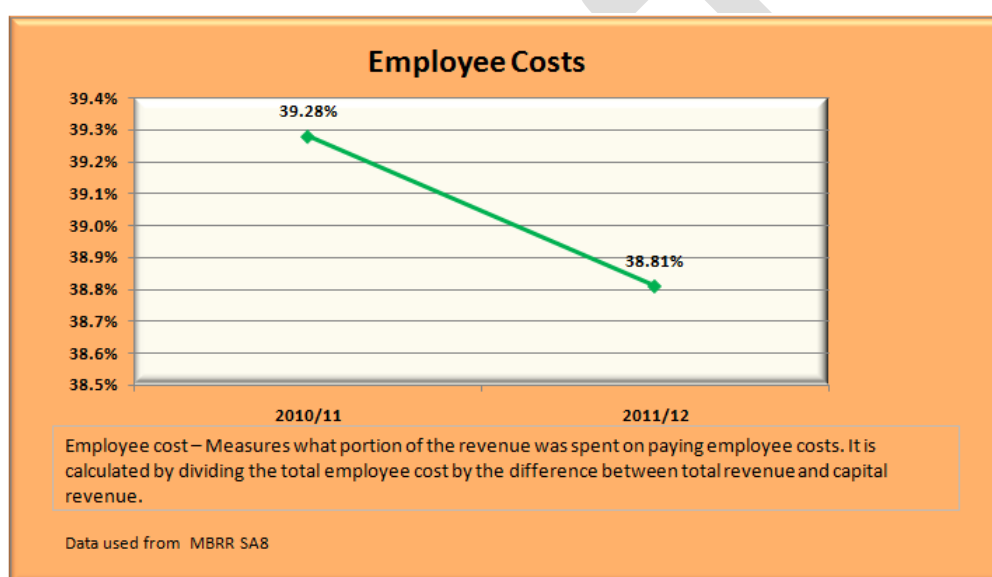
Graph 27: Capital Charges to Operating Expenditure Ratio

## 5.3.5 EMPLOYEE COSTS

Description	Basis of calculation	2010/11	2011/12
		Audited outcome	Pre-audit outcome
Employee costs	Employee costs/(Total Revenue - capital revenue)	39.28%	38.81%

Table 147: Employee Costs

The following graph indicates the employee costs ratio:



Graph 28: Employee Costs Ratio

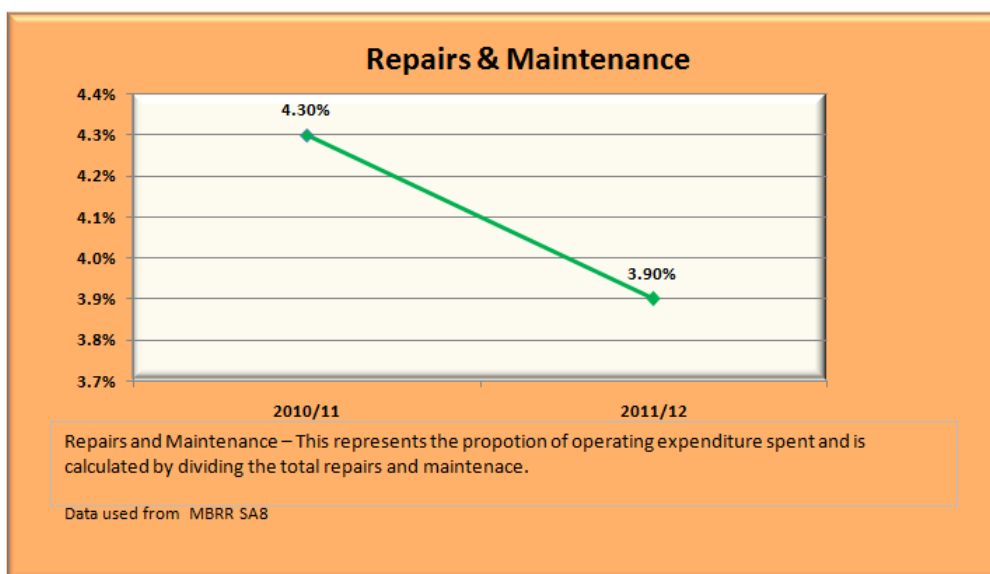
## 5.3.6 REPAIRS & MAINTENANCE

Description	Basis of calculation	2010/11	2011/12
		Audited outcome	Pre-audit outcome
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	4.3%	3.9%

Table 148: Repairs and Maintenance



The following graph indicates the ratio of repairs and maintenance:



Graph 29: Repairs and Maintenance Ratio

This ratio measures repairs and maintenance as a percentage of total revenue excluding capital revenue. The result deteriorated from 4, 3% in 2010/2011 to 3,9% in 2011/2012. The municipality should improve its spending on repairs and maintenance.

## COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

### 5.4 CAPITAL EXPENDITURE

#### A) CAPITAL EXPENDITURE BY NEW ASSETS PROGRAMME

Description	2010/11	2011/12			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	2012/13	2013/14	2014/15
	R'000						
Capital expenditure by Asset Class							
Infrastructure - Total	0	12 181	6 534	6 996	19 960	29 305	24 207
Infrastructure: Road transport - Total	0	0	0	0	380	150	0
Roads, Pavements & Bridges	0	0	0	0	380	150	0
Storm water	0	0	0	0	0	0	0
Infrastructure: Electricity - Total	0	3 876	2 844	2 671	3 815	4 130	5 360
Generation	0	0	0	0	0	0	0
Transmission & Reticulation	0	3 876	2 844	2 671	3 815	4 130	5 360
Street Lighting	0	0	0	0	0	0	0





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Description	2010/11	2011/12			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	2012/13	2013/14	2014/15
	R'000						
<b>Infrastructure: Water - Total</b>	<b>0</b>	<b>3 085</b>	<b>3 150</b>	<b>3 332</b>	<b>15 765</b>	<b>25 025</b>	<b>18 847</b>
Dams & Reservoirs	0	0	0	0	0	0	0
Water purification	0	3 085	3 150	3 332	15 765	25 025	18 847
Reticulation	0	0	0	0	0	0	0
<b>Infrastructure: Sanitation - Total</b>	<b>0</b>	<b>5 220</b>	<b>540</b>	<b>993</b>	<b>0</b>	<b>0</b>	<b>0</b>
Reticulation	0	5 220	540	993	0	0	0
Sewerage purification	0	0	0	0	0	0	0
<b>Infrastructure: Other - Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Waste Management	0	0	0	0	0	0	0
Transportation	0	0	0	0	0	0	0
Gas	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
<b>Community - Total</b>	<b>0</b>	<b>7 970</b>	<b>4 300</b>	<b>3 344</b>	<b>11 325</b>	<b>4 500</b>	<b>0</b>
Parks & gardens	0	0	0	0	0	0	0
Sports fields& stadia	0	6 750	4 300	3 344	0	0	0
Swimming pools	0	0	0	0	0	0	0
Community halls	0	0	0	0	0	0	0
Libraries	0	270	0	0	0	0	0
Recreational facilities	0	0	0	0	0	0	0
Fire, safety & emergency	0	0	0	0	0	0	0
Security and policing	0	0	0	0	0	0	0
Buses	0	0	0	0	0	0	0
Clinics	0	0	0	0	0	0	0
Museums & Art Galleries	0	0	0	0	0	0	0
Cemeteries	0	0	0	0	0	0	0
Social rental housing	0	0	0	0	0	0	0
Other	0	950	0	0	11 325	4 500	0
<b>Capital expenditure by Asset Class</b>							
<b>Heritage assets - Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>100</b>	<b>100</b>
Buildings	0	0	0	0	500	100	100
Other	0	0	0	0	0	0	0
<b>Investment properties - Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Housing development	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0



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Description	2010/11	2011/12			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	2012/13	2013/14	2014/15
	R'000						
<b>Other assets</b>	0	8 756	70	77	4 563	2 175	265
General vehicles	0	3 215	9	8	250	0	0
Specialised vehicles	0	1 250	0	0	1 950	0	0
Plant & equipment	0	4 291	61	69	645	600	0
Computers – hardware/equipment	0	0	0	0	1 044	325	200
Furniture and other office equipment	0	0	0	0	674	250	65
Abattoirs	0	0	0	0	0	0	0
Markets	0	0	0	0	0	0	0
Civic Land and Buildings	0	0	0	0	0	1 000	0
Other Buildings	0	0	0	0	0	0	0
Other Land	0	0	0	0	0	0	0
Surplus Assets - (Investment or Inventory)	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
<b>Agricultural assets</b>	0	0	0	0	0	0	0
List sub-class	0	0	0	0	0	0	0
<b>Biological assets</b>	0	0	0	0	0	0	0
List sub-class	0	0	0	0	0	0	0
<b>Intangibles</b>	0	1 010	0	0	0	0	0
Computers - software & programming	0	1 010	0	0	0	0	0
Other (list sub-class)	0	0	0	0	0	0	0
<b>Total Capital Expenditure on new assets</b>	0	29 917	10 904	10 417	36 348	36 080	24 572
<b>Specialised vehicles</b>							
Refuse	0	0	0	0	0	0	0
Fire	0	0	0	0	0	0	0
Conservancy	0	0	0	0	0	0	0
Ambulances	0	0	0	0	0	0	0

Table 149: Capital Expenditure – New Assets Programme



## **B) CAPITAL EXPENDITURE BY UPGRADE/RENEWAL PROGRAMME**

Description	2010/11	2011/12			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	2012/13	2013/14	2014/15
<b>Capital expenditure by Asset Class</b>							
<b>R'000</b>							
<b>Infrastructure - Total</b>	<b>25 900</b>	<b>47 901</b>	<b>16 191</b>	<b>27 515</b>	<b>20 028</b>	<b>12 009</b>	<b>12 525</b>
<i>Infrastructure: Road transport -Total</i>	17 333	24 640	13 901	20 519	9 924	3 139	3 188
<i>Roads, Pavements &amp; Bridges</i>	17 333	21 190	13 901	20 519	9 924	3 139	3 188
<i>Storm water</i>	0	3 450	0	0	0	0	0
<b>Infrastructure: Electricity - Total</b>	<b>1 589</b>	<b>4 106</b>	<b>80</b>	<b>2 671</b>	<b>800</b>	<b>2 605</b>	<b>2 700</b>
<i>Generation</i>	0	0	0	0	0	0	0
<i>Transmission &amp; Reticulation</i>	1 589	4 026	80	2 671	800	2 605	2 700
<i>Street Lighting</i>	0	80	0	0	0	0	0
<b>Infrastructure: Water - Total</b>	<b>4 676</b>	<b>10 085</b>	<b>1 000</b>	<b>3 332</b>	<b>0</b>	<b>0</b>	<b>0</b>
<i>Dams &amp; Reservoirs</i>	0	0	0	0	0	0	0
<i>Water purification</i>	4 676	10 085	1 000	3 332	0	0	0
<i>Reticulation</i>	0	0	0	0	0	0	0
<b>Infrastructure: Sanitation - Total</b>	<b>2 301</b>	<b>9 020</b>	<b>1 160</b>	<b>993</b>	<b>8 038</b>	<b>6 265</b>	<b>6 637</b>
<i>Reticulation</i>	2 301	9 020	1 160	993	8 038	6 265	6 637
<i>Sewerage purification</i>	0	0	0	0	0	0	0
<b>Infrastructure: Other - Total</b>	<b>0</b>	<b>50</b>	<b>50</b>	<b>0</b>	<b>1 266</b>	<b>0</b>	<b>0</b>
<i>Waste Management</i>	0	50	50	0	1 266	0	0
<i>Transportation</i>	0	0	0	0	0	0	0
<i>Gas</i>	0	0	0	0	0	0	0
<i>Other</i>	0	0	0	0	0	0	0
<b>Community</b>	<b>8 991</b>	<b>23 320</b>	<b>15 079</b>	<b>7 456</b>	<b>8 493</b>	<b>9 682</b>	<b>7 578</b>
<i>Parks &amp; gardens</i>	247	0	0	0	0	0	0
<i>Sports fields&amp; stadia</i>	8 647	22 050	15 079	7 456	7 993	9 182	7 078
<i>Swimming pools</i>	0	0	0	0	0	0	0
<i>Community halls</i>	0	0	0	0	0	0	0
<i>Libraries</i>	97	320	0	0	0	0	0
<i>Recreational facilities</i>	0	0	0	0	0	0	0
<i>Fire, safety &amp; emergency</i>	0	0	0	0	0	0	0
<i>Security and policing</i>	0	0	0	0	0	0	0
<i>Buses</i>	0	0	0	0	0	0	0
<i>Clinics</i>	0	0	0	0	0	0	0
<i>Museums &amp; Art Galleries</i>	0	0	0	0	0	0	0



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Description	2010/11	2011/12			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	2012/13	2013/14	2014/15
<b>Capital expenditure by Asset Class</b>							
<b>R'000</b>							
Cemeteries	0	0	0	0	0	0	0
Social rental housing	0	0	0	0	0	0	0
Other	0	950	0	0	500	500	500
<b>Heritage assets</b>	<b>4 197</b>	<b>350</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>100</b>	<b>0</b>
Buildings	4 197	350	0	0	0	0	0
Other	0	0	0	0	200	100	0
<b>Capital expenditure by Asset Class</b>							
<b>Investment properties</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Housing development	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
<b>Other assets</b>	<b>6 332</b>	<b>9 766</b>	<b>0</b>	<b>77</b>	<b>200</b>	<b>0</b>	<b>0</b>
General vehicles	2 822	4 465	0	8	0	0	0
Specialised vehicles	0	0	0	0	200	0	0
Plant & equipment	1371	0	0	0	0	0	0
Computers - hardware/equipment	820	0	0	69	0	0	0
Furniture and other office equipment	1318	5 301	0	0	0	0	0
Abattoirs	0	0	0	0	0	0	0
Markets	0	0	0	0	0	0	0
Civic Land and Buildings	0	0	0	0	0	0	0
Other Buildings	0	0	0	0	0	0	0
Other Land	0	0	0	0	0	0	0
Surplus Assets - (Investment or Inventory)	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
<b>Agricultural assets</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
List sub-class	0	0	0	0	0	0	0
<b>Biological assets</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
List sub-class	0	0	0	0	0	0	0
<b>Intangibles</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Computers - software & programming	0	0	0	0	0	0	0
Other (list sub-class)	0	0	0	0	0	0	0
<b>Total Capital Expenditure on renewal of existing assets</b>	<b>49 740</b>	<b>81 337</b>	<b>42 174</b>	<b>35 048</b>	<b>21 791</b>	<b>20 103</b>	<b>51 420</b>
<b>Specialised vehicles</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Refuse	0	0	0	0	0	0	0



Description	2010/11	2011/12			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	2012/13	2013/14	2014/15
<b>Capital expenditure by Asset Class</b>							
<b>R'000</b>							
Fire	0	0	0	0	0	0	0
Conservancy	0	0	0	0	0	0	0
Ambulances	0	0	0	0	0	0	0

Table 150: Capital Expenditure – Upgrade/Renewal Programme

## 5.5 SOURCES OF FINANCE

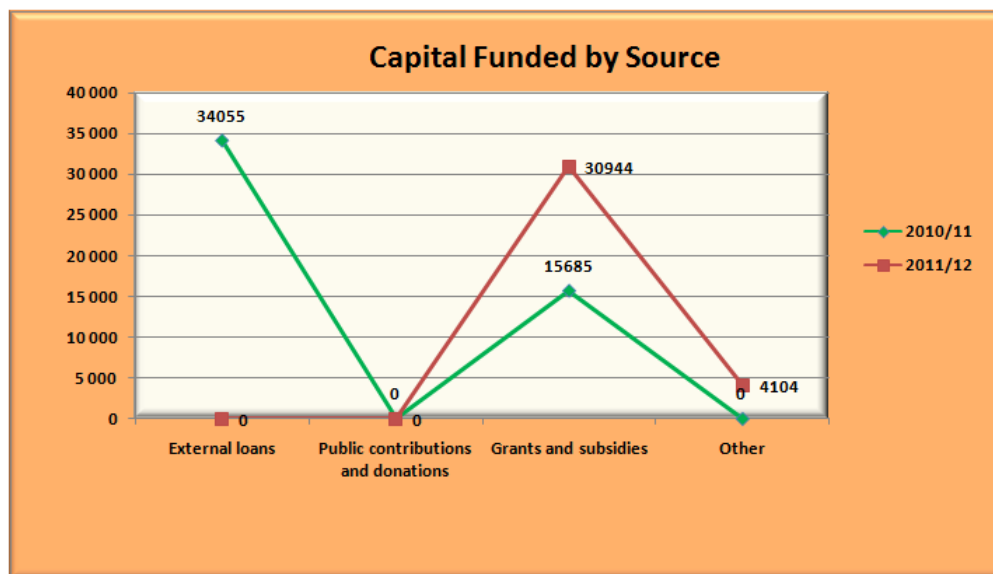
The table below indicates the capital expenditure by funding source for the 2011/12 financial year:

Details	2010/11	2011/12			2011/12 Variance	
	Actual	Original Budget (OB)	Adjustment Budget	Actual	Adjustment to OB Variance	Actual to OB Variance
	(R'000)				(%)	
Source of finance						
External loans	34 055	42 176	7 568	0	-82.06	100
Public contributions and donations	0	0	0	0	0.0	0.0
Grants and subsidies	15 685	39 161	34 606	30 944	-11.63	-20.98
Other	0	0	0	4 104		100
Total	49 740	81 337	42 174	35 048	48.15	56.9
Percentage of finance						
External loans	68.5	51.9	18	0.0	0.0	0.0
Public contributions and donations	0.0	0.0	0.0	0.0	0.0	0.0
Grants and subsidies	0.0	48.1	82	88.3	0	0
Other	31.5	0	0	11.7	0	0

Table 151: Capital Expenditure by Funding Source



The following graph indicates the ratio of capital expenditure:



Graph 30: Capital Expenditure Ratio

The municipality envisaged to take up an external loan of R40 million to fund 2011/2012 capital needs. The loan however did not realise in the 2011/2012 financial year. The capital budget as well as the funding sources had to be adjusted in the 2011/2012 adjustment budget.





## **5.6 CAPITAL SPENDING ON 5 LARGEST PROJECTS**

Projects with the highest capital expenditure in 2011/12

Name of Project	2011/12			Variance Current Year: 2011/12	
	Original Budget	Adjustment Budget	Actual Expenditure	Original Variance	Adjustment variance
	R'000			(%)	
A – NDPG Projects	14 000	13 879	13 924	1	1
B – Rehabilitation Streets and Stormwater (MIG)	3 200	3 200	3 196	0	0
C – Rehabilitation Streets and Stormwater (Own Funds)	2 536	2 536	2 234	12	0
D – Paving of Streets (MIG)	2 000	2 000	1 401	30	0
E – Paving of Streets (Own Funds)	2 634	2 634	1 375	48	0

*Table 152: Capital Expenditure on the 5 Largest Projects*

<b>Name of Project - A</b>	Development of blossoms Water Supply – NDPG Projects
<b>Objective of Project</b>	Regeneration of neighbourhood
<b>Delays</b>	None
<b>Future Challenges</b>	Continued support through the NDPG grant
<b>Anticipated citizen benefits</b>	Improved living conditions in township areas

*Table 153: Summary of Project A – Upgrading of Worcester WWTW*

<b>Name of Project - B</b>	Rehabilitation Streets and Stormwater (MIG)
<b>Objective of Project</b>	To rehabilitate streets that require attention
<b>Delays</b>	None
<b>Future Challenges</b>	Lack of funding
<b>Anticipated citizen benefits</b>	To have proper access roads

*Table 154: Summary of Project B – Rehabilitation Streets and Stormwater (MIG)*

<b>Name of Project - C</b>	Rehabilitation Streets and Stormwater (Own Funds)
<b>Objective of Project</b>	To rehabilitate streets that require attention
<b>Delays</b>	None
<b>Future Challenges</b>	Lack of funding
<b>Anticipated citizen benefits</b>	To have proper access roads

*Table 155: Summary of Project C – Rehabilitation Streets and Stormwater (Own Funds)*



Name of Project - D	Paving of Streets (MIG)
Objective of Project	To transform gravel roads to paved roads with stormwater infrastructure
Delays	None
Future Challenges	Lack of funding
Anticipated citizen benefits	To have proper access roads

*Table 156: Summary of Project D - Paving of Streets (MIG)*

Name of Project - E	Public Roads: Rehabilitation of Voortrekker Road
Objective of Project	To rehabilitate a portion of Voortrekker Road
Delays	None
Future Challenges	Lack of funding
Anticipated citizen benefits	To have proper main roads to town

*Table 157: Summary of Project E – Public Roads: Rehabilitation of Voortrekker Road*



## 5.7 MUNICIPAL INFRASTRUCTURE GRANT (MIG)

Details	Budget	Adjust-ments Budget	Actual	Variance	
				Budget	Adjustments Budget
	R'000			%	
Infrastructure - Road transport	7 458	7 458	7 458	0	0
Roads, Pavements & Bridges	7 458	7 458	7 458	0	0
Storm water	0	0	0	0	0
Infrastructure – Electricity	0	0	0	0	0
Generation	0	0	0	0	0
Transmission & Reticulation	0	0	0	0	0
Street Lighting	0	0	0	0	0
Infrastructure – Water	2 000	2 000	2 000	0	0
Dams & Reservoirs	2 000	2 000	2 000	0	0
Water purification	0	0	0	0	0
Reticulation	0	0	0	0	0
Infrastructure – Sanitation	1 300	1 300	1 300	81	81
Reticulation	0	0	0	0	0
Sewerage purification	1 300	1 300	1 300	0	0
Infrastructure – Other	50	50	50	0	0
Waste Management	50	50	50	0	0
Transportation	0	0	0	0	0
Gas	0	0	0	0	0
Other Specify:	3 623	3 623	3 623	0	0
Planning and development	3 200	3 200	3 200	0	0
Sport and Recreation	22	22	22	0	0
Project Management	401	401	401	0	0
Total	14 431	14 431	14 431	0	0
MIG is a government grant program designed to fund a reduction in service backlogs, mainly: Water; Sanitation; Roads; Electricity. Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.					

Table 158: Municipal Infrastructure Grant (MIG)



## **COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS**

### **5.8 CASH FLOW**

Description	2010/11	2011/12		
	Audited Outcome	Original Budget	Adjusted Budget	Actual
<b>Cash flow from operating activities</b>				
<b>R'000</b>				
<b>Receipts</b>				
Ratepayers and other	201 995	309 642	296 988	259 437
Government – operating	59 149	61 434	61 161	56 442
Government – capital	15 685	39 161	33 606	30 944
Interest	8 092	3 420	2 170	7 689
Dividends	0	0	0	0
<b>Payments</b>				
Suppliers and employees	(250 575)	(330 788)	(338 773)	(334 441)
Finance charges	(9 546)	(12 438)	(10 438)	(9 286)
Transfers and Grants	0	(20 071)	(23 530)	0
<b>Net cash from/(used) operating activities</b>	<b>24 800</b>	<b>50 360</b>	<b>21 184</b>	<b>10 784</b>
<b>Cash flows from investing activities</b>				
<b>Receipts</b>				
PURCHASE OF PPE	(49 908)	(81 337)	(42 174)	(34 948)
Decrease (Increase) in non-current debtors	0	0	0	0
Decrease (increase) other non-current receivables	0	0	0	0
Decrease (increase) in non-current investments	0	0	0	0
<b>Payments</b>				
Capital assets	0	0	0	0
<b>Net cash from/(used) investing activities</b>	<b>(49 908)</b>	<b>(81 337)</b>	<b>(42 174)</b>	<b>(34 948)</b>
<b>Cash flows from financing activities</b>				
<b>Receipts</b>				
Short term loans	0	0	0	0
Borrowing long term/refinancing	44 169	40 000	7 569	0
Increase (decrease) in consumer deposits	277	100	100	334
<b>Payments</b>				
Repayment of borrowing	(6 330)	(7 636)	(7 636)	(9 594)
<b>Net cash from/(used) financing activities</b>	<b>38 116</b>	<b>32 464</b>	<b>33</b>	<b>(9 260)</b>
<b>Net increase/ (decrease) in cash held</b>	<b>13 008</b>	<b>1 487</b>	<b>(20 957)</b>	<b>(33 424)</b>
Cash/cash equivalents at the year begin:	35 981	30 659	41 394	48 988



Description	2010/11	2011/12		
	Audited Outcome	Original Budget	Adjusted Budget	Actual
Cash flow from operating activities				
R'000				
Net increase on Cash/cash equivalents at the year-end:	48 988	32 146	20 437	15 564

Table 159: Cash flow

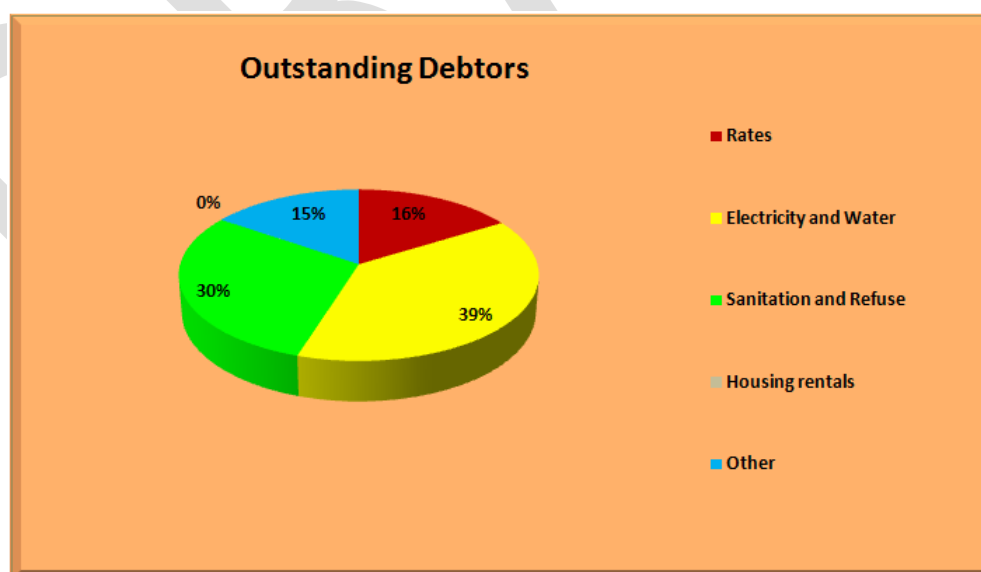
## 5.9 GROSS OUTSTANDING DEBTORS PER SERVICE

Financial year	Rates	Trading services	Economic services	Housing rentals	Other	Total
		(Electricity and Water)	(Sanitation and Refuse)			
	R'000					
2010/11	14 804	32 789	26 041	6	12 043	85 683
2011/12	14 775	35 085	26 948	4	14 037	90 849
Difference	-29	2 296	907	-2	1 994	5 166
% growth year on year	16	39	30	0	15	100

Table 160: Gross outstanding debtors per service

Note: Figures exclude provision for bad debt.

The following graph indicates the total outstanding debt per type of service for 2010/11



Graph 31: Debt per type of service

## 5.10 TOTAL DEBTORS AGE ANALYSIS



Financial year	Less than 30 days	Between 30-60 days	Between 60-90 days	More than 90 days	Total
	R'000				
2010/11	22 293	3 420	4 450	55 519	85 683
2011/12	23 965	2 697	2 489	61 698	90 849
Difference	1 672	-723	-1 961	6 179	5 166
% growth year on year	7.5	-21.1	-44.1	11.1	6.0

Table 161: Service debtor age analysis

Note: Figures exclude provision for bad debt

Cash resources reduced by R33,4 million year on year. This is mainly due to the funding of capital expenditure for which an external loan was supposed to be raised. The liquidity ratio is still positive but the cash flow position of the municipality is deteriorating.

## 5.11 BORROWING AND INVESTMENTS

The municipality did not secure any external loan during the 2011/2012 financial year. External loans are used to fund capital expenditure. All surplus and unspent grant funding are invested until it is needed for its intended purpose. External loans reduced to R78,9 million in 2011/2012 compared to R82,7 million in 2010/2011.

### 5.11.1 ACTUAL BORROWINGS

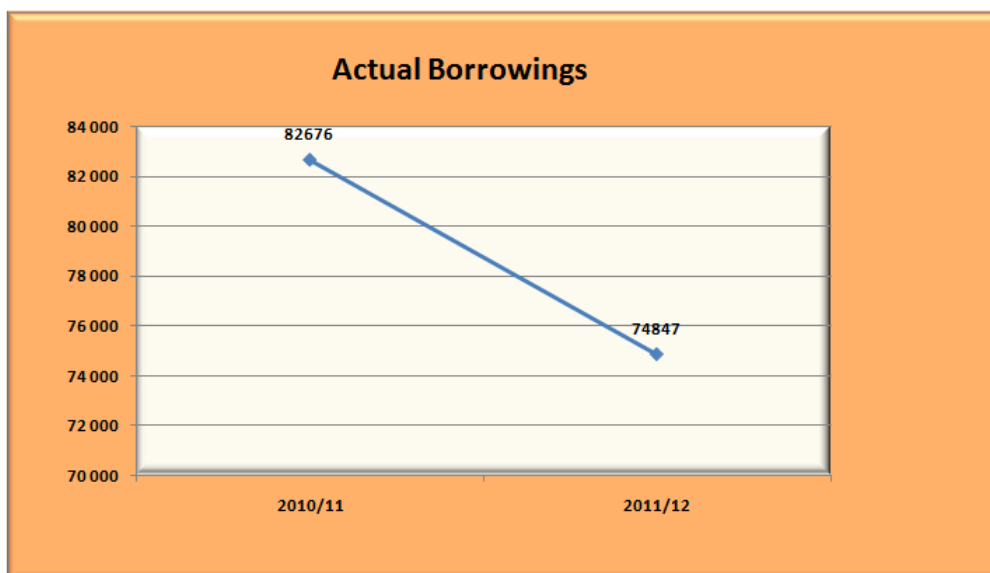
Instrument	2010/11	2011/12
	R'000	
Long-Term Loans (annuity/reducing balance)	82 676	74 847
Long-Term Loans (non-annuity)	0	0
Local registered stock	0	0
Installment Credit	0	0
Financial Leases	0	0
PPP liabilities	0	0
Finance Granted By Cap Equipment Supplier	0	0
Marketable Bonds	0	0
Non-Marketable Bonds	0	0
Bankers Acceptances	0	0
Financial derivatives	0	0
Other Securities	0	0
<b>Total</b>	<b>82 676</b>	<b>74 847</b>





Table 162: Actual Borrowings

The following graph shows the municipal actual borrowings for the past two years:



Graph 32: Actual Borrowings

## 5.11.2 MUNICIPAL INVESTMENTS

Investment type	2010/11	2011/12
	Actual	Actual
	R'000	
Securities - National Government	0	0
Listed Corporate Bonds	0	0
Deposits - Bank	35167	12108
Deposits - Public Investment Commissioners	0	0
Deposits - Corporation for Public Deposits	0	0
Bankers Acceptance Certificates	0	0
Negotiable Certificates of Deposit - Banks	0	0
Guaranteed Endowment Policies (sinking)	0	0
Repurchase Agreements - Banks	0	0
Municipal Bonds	0	0
Other	0	0
<b>Total</b>	<b>35167</b>	<b>12108</b>

Table 163: Municipal Investments

The table below indicates the declaration of loans and grants made by the municipality for the 2011/12 financial year:



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All Organisation or Person in receipt of Loans /Grants provided by the municipality	Value 2011/12	Total Amount committed for 2012/2013
SPCA	R209 600	R250 000
Oudtshoorn Tourism	R400 000	R450 000
<b>Total:</b>	<b>R609 600</b>	<b>R700 000</b>

*Table 164: Declaration of Loans and Grants*

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## COMPONENT D: OTHER FINANCIAL MATTERS

### 5.12 SUPPLY CHAIN MANAGEMENT

The municipality has an approved SCM policy which is based on the relevant legislation. The policy was reviewed during December 2011 to cater for the amendments to the Preference Procurement Policy Framework Act, 2000. No Councillor takes part in the activities of the Bid Committees of the municipality.

The municipality has a challenge in the sense that its SCM unit is not fully functional due to capacity constraints. As a result all procurement has not been centralised yet. The municipality will increase the capacity of the SCM unit by recruiting a SCM Manager during the 2012/2013 financial year.

### 5.13 GRAP COMPLIANCE

The municipality compiled its financial statements based on the GRAP standards since the 2008/2009 financial year. We strive to gradually improve to a point where there is no need to make material corrections to the financial statements submitted for audit.

The full implementation of GRAP remains a challenge in the sense that the municipality still has to rely on consultants for the annual asset count and compilation and maintenance of the fixed asset register. Compliance to GRAP is expensive and the cost of experts is starting to pose a financial challenge to the municipality.



## CHAPTER 6: AUDITOR GENERAL AUDIT FINDINGS

### COMPONENT A: AUDITOR-GENERAL OPINION 2010/11

#### 6.1 AUDITOR GENERAL REPORTS 2010/11

Auditor-General Report on Financial Performance 2010/11	
Audit Report Status:	
Non-Compliance Issues	Remedial Action Taken

Table 165: AG Report on Financial Performance 2010/11

Auditor-General Report on Service Delivery Performance: 2010/11	
Audit Report Status:	
Non-Compliance Issues	Remedial Action Taken

Table 166: AG Report on Service Delivery Performance 2010/11

### COMPONENT B: AUDITOR-GENERAL OPINION 2011/12

#### 6.2 AUDITOR GENERAL REPORTS 2011/12

Auditor-General Report on Financial Performance 2011/12*	
Audit Report Status:	
Non-Compliance Issues	Remedial Action Taken

Table 167: AG Report on Financial Performance 2011/12

Auditor-General Report on Service Delivery Performance: 2011/12*	
------------------------------------------------------------------	--



## **Auditor-General Report on Service Delivery Performance: 2011/12\***

<b>Audit Report Status:</b>	
<b>Non-Compliance Issues</b>	<b>Remedial Action Taken</b>

Table 168: AG Report on Service Delivery Performance 2011/12

OR

The following table provides the details on the audit outcomes for the past two financial years with the correctives steps implemented:

2010/11	
Issue raised	Corrective step implemented
<u>Emphasis of matter:</u>	
<u>Significant uncertainties</u>	
<u>Emphasis of matter:</u>	
<u>Material losses</u>	
<u>Emphasis of matter:</u>	

Table 169: 2010/11 Detail on audit outcomes

2011/12	
Issue raised	Corrective step implemented
<u>Emphasis of matter:</u>	
<u>Significant uncertainties</u>	
<u>Emphasis of matter:</u>	
<u>Restatement of corresponding figures</u>	



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2011/12

Issue raised

Corrective step implemented

Emphasis of matter:

Unauthorised expenditure

Emphasis of matter:

Material losses

Emphasis of matter:

Impairments

Emphasis of matter:

Material under spending of the capital budget

•

Table 170: 2011/12 Detail on audit outcomes





## LIST OF ABBREVIATIONS

<b>AG</b>	Auditor-General
<b>CAPEX</b>	Capital Expenditure
<b>CBP</b>	Community Based Planning
<b>CFO</b>	Chief Financial Officer
<b>DPLG</b>	Department of Provincial and Local Government
<b>DWAF</b>	Department of Water Affairs and Forestry
<b>EE</b>	Employment Equity
<b>GAMAP</b>	Generally Accepted Municipal Accounting Practice
<b>GRAP</b>	Generally Recognised Accounting Practice
<b>HR</b>	Human Resources
<b>IDP</b>	Integrated Development Plan
<b>IFRS</b>	International Financial Reporting Standards
<b>IMFO</b>	Institute for Municipal finance officers
<b>KPA</b>	Key Performance Area
<b>KPI</b>	Key Performance Indicator
<b>LED</b>	Local Economic Development
<b>MAYCOM</b>	Executive Mayoral Committee
<b>MFMA</b>	Municipal Finance Management Act (Act No. 56 of 2003)
<b>MIG</b>	Municipal Infrastructure Grant
<b>MM</b>	Municipal Manager
<b>MMC</b>	Member of Mayoral Committee
<b>MSA</b>	Municipal Systems Act No. 32 of 2000
<b>MTECH</b>	Medium Term Expenditure Committee
<b>NGO</b>	Non governmental organisation
<b>NT</b>	National Treasury
<b>OPEX</b>	Operating expenditure
<b>PMS</b>	Performance Management System



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<b>PT</b>	Provincial Treasury
<b>SALGA</b>	South African Local Government Organisation
<b>SAMDI</b>	South African Management Development Institute
<b>SCM</b>	Supply Chain Management
<b>SDBIP</b>	Service Delivery and Budget Implementation Plan
<b>SDF</b>	Spatial Development Framework

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## ANNEXURE A: FINANCIAL STATEMENTS

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## ANNEXURE B: REPORT OF THE AUDITOR GENERAL

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## ANNEXURE C: REPORT OF THE PERFORMANCE AUDIT COMMITTEE

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